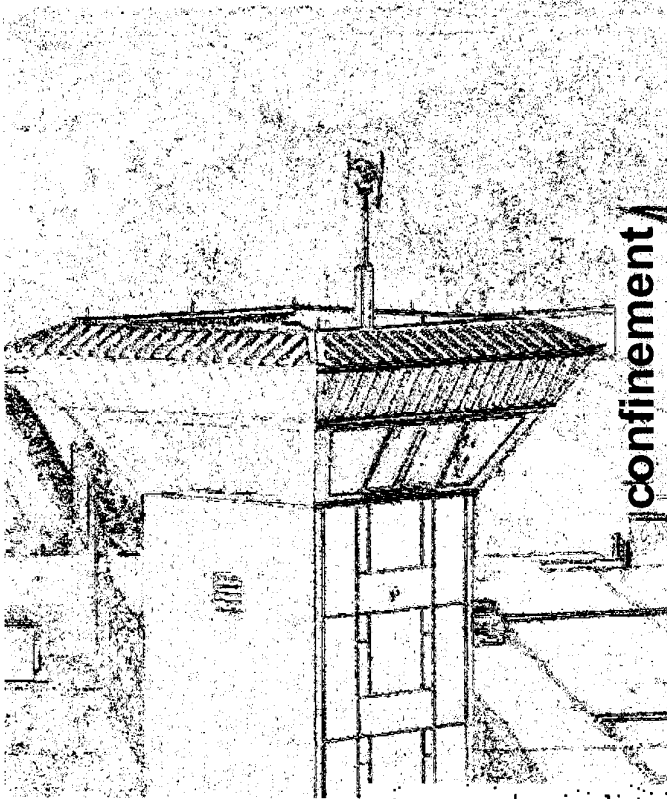




U.S. Department of Justice
Federal Bureau of Prisons

State of the Bureau 2004

accomplishments and goals



Message from the Attorney General

Next year will see a momentous anniversary for the Federal Bureau of Prisons--75 years of service to America. Since the birth of an integrated Federal corrections system in 1930, the Bureau has earned and sustained a reputation of which it can justly be proud, that of a national leader in every aspect of corrections.

As it has been since September 11, 2001, the primary focus of the Department of Justice during Fiscal Year 2004 remained the war on terrorism. In this unrelenting effort, every Bureau employee has an important professional role to play. The Bureau has integrated an explicit focus on preventing, disrupting, and responding to potential terrorist activities into every aspect of its national planning. You will find some examples in this *State of the Bureau* report.

The fact that we experienced another year without a terrorist incident on American soil is in part due to the combined hard work and resolve of all Justice personnel, including Bureau staff who confine convicted terrorists and detain suspected terrorists and who work every day with the full spectrum of Federal, state, and local law enforcement agencies to help keep America safe. Because of the extraordinary nature of this conflict--unlike any other war America has ever fought--Federal law enforcement personnel, like other first responders in our nation's police, fire, and emergency medical departments, must train and prepare themselves to be on the "front lines" of any potential future terrorist attack. Our citizens can be confident the Bureau is prepared.


The creation of the Department of Homeland Security, the largest government reorganization of modern times, has meant the Bureau has had new partners to work with and new relationships to forge. Any reorganization of this scale is a difficult and complicated process, but the tradition of good management at the Bureau has meant that vital information has been shared and

transactions processed with no disruption, helping once again to ensure citizen safety.

The extraordinary level of effort demanded by anti-terrorist activities does not mean any lessening of the pace of the Bureau's other activities, of course. Our nation's anti-crime strategies met with continued success in Fiscal Year 2004, and a great deal of that success is due to the Bureau's ability to incapacitate career criminals safely, while providing a wide range of program opportunities--from work programs to education to drug treatment--for inmates to learn from as they prepare to reenter society. Despite the many changes our nation and justice system have gone through since 1930, the Bureau's core mission has remained constant: simply put, inmate confinement and release preparation.

When Hurricane Ivan slammed into the southeast coast in September, the value of the BOP's long-standing investment in emergency planning became apparent. Despite major damage to several facilities, thousands of inmates were evacuated without a hitch and staff across the nation pitched in to support their colleagues. In an example of intergovernmental cooperation at its finest, at the request of the Department of Health and Human Services, BOP staff from as far away as Massachusetts and Missouri were sent to Florida to help evacuate several hundred people from nursing homes and assisted living centers.

The Federal Bureau of Prisons is made up of approximately 35,000 dedicated staff, each of whom helps to protect the citizens of our country. I look forward to working with Director Lappin to ensure the continued smooth operation of this important component of the Justice Department, and I encourage all citizens to learn about the Bureau's accomplishments.



Alberto R. Gonzales

This page intentionally left blank.

Message from the Director

Next year the Federal Bureau of Prisons celebrates its 75th anniversary as the nation's corrections agency. When I joined the agency 20 years ago, it was just beginning a period of unprecedented growth and expansion, driven by new Federal sentencing laws and the war on drugs. Because of its long-standing tradition of pursuit of excellence, the Bureau was able to continue its role as a correctional innovator, while quadrupling in size and adding dozens of new institutions. We did all this without jeopardizing public safety. Just as important, we maintained our focus on finding and using strategies to ensure releasing inmates leave our prisons with the skills they need to successfully reenter and become a functioning part of their communities.

As has been so often the case in the past, our operating environment in 2004 was challenging and often difficult. The wars in Iraq and on terrorism remained at center stage, and these wartime pressures affected the agency in several ways.

Many Bureau staff across the nation were directly affected. Since the start of our current conflicts in Iraq and Afghanistan, more than 1,200 Bureau staff have been called to military duty, and almost 400 remain on active duty.

Like many other domestic Federal agencies, the Bureau experienced significant budgetary challenges, largely as a result of the need for increased spending on national security and counter-terrorism. As we approach our 75th anniversary, we are again reinventing ourselves as we have done many times in the past, restructuring operations and programs to make them optimally effective and efficient. And our staff have played a critical part in this process, responding with the creativity, flexibility, and dedication to service that characterizes Bureau employees.

Despite our fiscal realities, in Fiscal Year 2004, we continued to activate new facilities to help us deal with our population increases. Any institution opening is the culmination of a massive amount of work. To open the number activated this year demonstrates the highest degree of organizational skill.


Corrections work is challenging and sometimes dangerous; we can all be thankful that no Bureau staff died or suffered life-threatening injuries in the line of duty in 2004. The fact that staff carry out their work as well as they do is a tribute to their skills and professionalism.

We work hard at being good neighbors in the communities where our institutions and offices are located. In extraordinary ways this past year, Bureau staff demonstrated their spirit of generosity and caring. Once-in-a-decade crises -- such as the trio of hurricanes that hit Florida in rapid succession, causing the temporary closure of three institutions and the transfer of thousands of inmates -- showed that spirit at its finest, as staff from around the nation came to the devastated areas to provide emergency care to colleagues and hard-hit civilians.

The investment in new corrections facilities would mean little without the finest employees to staff them. No reader of this *State of the Bureau* can fail to be impressed by the extraordinary range of activities that our staff perform. They are correctional officers, teachers, psychologists, skilled craftspeople, factory managers, accountants, and too many other occupations to name. Every day, Bureau staff make a difference in the lives of inmates, confining them safely and securely and working hard to make sure they reenter the community with the skills and new perspectives needed to remain crime-free. Every day, Bureau staff show that they are the best in the business.

Major anniversaries are a time for looking ahead as well as back. We know the future will continue to bring change, not all of it expected or even welcome, as we have seen since 2001. Our Forward Thinking initiative will help us envision a range of possible futures, as well as "road maps" to move us in the preferred direction.

Whatever the future brings, the Bureau's success requires promotion of our cultural values and core ideologies, as well as constant attention to sound correctional basics. That will be as true 75 years from now as it was 75 years ago, or today.


Harley G. Lappin

This page intentionally left blank.

Bureau of Prisons Fundamentals

Mission Statement

The Federal Bureau of Prisons protects society by confining offenders in the controlled environments of prisons and community-based facilities that are safe, humane, cost-efficient, and appropriately secure, and that provide work and other self-improvement opportunities to assist offenders in becoming law-abiding citizens.

Cultural Anchors/ Core Values

■ *Bureau Family*

The Bureau of Prisons recognizes that staff are the most valuable resource in accomplishing its mission, and is committed to the personal welfare and professional development of each employee. A concept of “family” is encouraged through healthy, supportive relationships among staff and organization responsiveness to staff needs. The active participation of staff at all levels is essential to the development and accomplishment of organizational objectives.

■ *Sound Correctional Management*

The Bureau of Prisons maintains effective security and control of its institutions utilizing the least restrictive means necessary, thus providing the essential foundation for sound correctional management programs.

■ *Correctional Workers First*

All Bureau of Prisons staff share a common role as correctional worker, which requires a mutual responsibility for maintaining safe and secure institutions and for modeling society’s mainstream values and norms.

■ *Promotes Integrity*

The Bureau of Prisons firmly adheres to a set of values that promotes honesty and integrity in the professional efforts of its staff to ensure public confidence in the Bureau’s prudent use of its allocated resources.

■ *Recognizes the Dignity of All*

Recognizing the inherent dignity of all human beings and their potential for change, the Bureau of Prisons treats inmates fairly and responsively and affords them opportunities for self-improvement to facilitate their successful re-entry into the community. The Bureau further recognizes that offenders are incarcerated *as punishment*, not *for punishment*.

■ *Career Service Orientation*

The Bureau of Prisons is a career-oriented service, which has enjoyed a consistent management philosophy and a continuity of leadership, enabling it to evolve as a stable, professional leader in the field of corrections.

■ *Community Relations*

The Bureau of Prisons recognizes and facilitates the integral role of the community in effectuating the Bureau’s mission, and works cooperatively with other law enforcement agencies, the courts, and other components of government.

■ *High Standards*

The Bureau of Prisons requires high standards of safety, security, sanitation, and discipline, which promote a physically and emotionally sound environment for both staff and inmates.

Vision Statement

The Federal Bureau of Prisons, judged by any standard, is widely and consistently regarded as a model of outstanding public administration, and as the best value provider of efficient, safe, and humane correctional services and programs in America. This vision will be realized when....

The Bureau provides for public safety by assuring that no escapes and no disturbances occur in its facilities. The Bureau ensures the physical safety of all inmates through a controlled environment which meets each inmate’s need for security through the elimination of violence, predatory behavior, gang activity, drug use, and inmate weapons. Through the provision of health care, mental, spiritual, educational, vocational, and work pro-

grams, inmates are well prepared for a productive and crime free return to society. The Bureau is a model of cost-efficient correctional operations and programs.

Our talented, professional, well-trained, and diverse staff reflect the Bureau's culture and treat each other fairly. Staff work in an environment free from discrimination. A positive working relationship exists where employees maintain respect for one another. The workplace is safe, and staff perform their duties without fear of injury or assault. Staff maintain high ethical standards in their day-to-day activities. Staff are satisfied with their jobs, career opportunities, recognition, and quality of leadership.

Customer Service Plan

Executive Order 12862, titled "Setting Customer Service Standards" (September 11, 1993) requires each agency to develop service standards in order to carry out the principles of the National Performance Review.

Customer Service Standards

The Federal Bureau of Prisons protects society by confining offenders in the controlled environments of prisons and community-based facilities that are safe, humane, cost-efficient, and appropriately secure. As part of the agency's commitment to maintaining a healthy partnership with the community, the BOP will:

■ In the event of an inmate escape from a Federal institution, notify Federal and local law enforcement officials immediately and furnish them with details of the escape and the identity of the escapee.

■ At least 5 days prior to releasing an inmate with a prior conviction for a drug trafficking crime, a crime of violence, or certain sexual offenses, notify the appropriate State and local law enforcement officials.

■ Notify victim(s) or witness(es) of the following inmate activities within the specified time frames:

- ✓ Initial designation: 30 days.
- ✓ Death: 30 days.
- ✓ Parole hearing: 30 days prior to the hearing.
- ✓ Release to the community: 30 days prior to the release.

- ✓ Furlough: as early as possible before the actual furlough date (by telephone if necessary).
- ✓ Transfer to a halfway house: upon acceptance by the halfway house.
- ✓ Compassionate release: during consideration.
- ✓ Escape: immediately.

Fiscal Year 2004: The Year in Review

Introduction

The Federal Bureau of Prisons (BOP) uses a strategic planning approach to management, that both reflects the President's Management Agenda and is tied to the Department of Justice's (DOJ) objectives. Strategic planning is driven by the BOP's Mission and Vision Statements, which are supported by seven broad correctional goals. Each goal is, in turn, supported by dynamic, specific objectives that are created to help the agency achieve various milestones. The Bureau's Executive Staff holds regular planning sessions to ensure that the agency's strategic goals continue to reflect the vision and mission of a modern correctional system, and the challenges confronting the Bureau both now and for years to come.

The following is an overview of the Bureau's FY04 accomplishments, arranged according to the Bureau's seven national goals.

Population Management

The BOP will proactively manage its offender population to ensure safe and secure operations, and work toward ultimately achieving an overall crowding level in the range of 30 percent.

■ During FY04, the Bureau's inmate population increased by 4.3 percent, from 172,499 to 179,895. Of this total, 152,518 were housed in facilities operated by the

BOP, 19,024 were confined in secure, privately-managed facilities and secure facilities operated by state and local governments, and 8,353 were housed in contract halfway houses or were under home confinement.

■ Approximately 17,800 inmates were confined in privately-managed, secure facilities. These contract facilities help the Bureau manage its population and are especially useful for meeting the needs of specialized populations such as low security, sentenced criminal aliens.

■ Through its ongoing construction and expansion program, the Bureau added 3,344 beds to new and existing Federal prisons. The Bureau's total crowding rate increased from 39 to 41 percent above capacity during FY04. (Crowding at high and medium security institutions was significantly higher at 49 and 62 percent, respectively.)

■ Three new Federal prisons (for which construction had been completed previously) began accepting inmates during FY04: United States Penitentiaries (USP) at Big Sandy and McCreary, Kentucky and Victorville, California. Nine other facilities began the activation process during FY 04: three USPs in Hazelton, West Virginia; Canaan, Pennsylvania; and Terre Haute, Indiana; and Federal Correctional Institutions (FCI) at Forrest City, Arkansas; Victorville, California; Yazoo City, Mississippi; Herlong, California; and Williamsburg County and Bennettsville, South Carolina.

■ As of September 30, 2004, the Bureau had 14 facilities in various stages of the planning, design, and construction process. Of these, 2 were high security USPs, 9 were medium security FCIs, and 3 were secure facilities for female inmates.

■ The BOP actively encourages non-citizen inmates to apply for international treaty transfers to their native countries. This allows foreign national inmates to serve their prison terms in facilities nearer their families while, at the same time, reducing the U.S. Government's cost of housing non-citizen offenders.

In FY04, under the auspices of the Department of Justice (DOJ) Prisoner Exchange Program, the BOP worked with the Office of Enforcement Operations and the U.S. Marshals Service (USMS) to return 274 foreign inmates from BOP facilities to 9 different countries and 115 American citizens from foreign prisons to the United States. Transferred inmates will complete their sentences in their native countries.

■ At the end of FY04, there were 8,353 offenders in community corrections centers (CCCs) and on home confinement. More than 30,000 inmates were referred to CCCs from institutions during FY04; about 90 percent successfully completed the program. About 25 percent participated in the home confinement program during their CCC placement.

Human Resource Management

The BOP will have a competent, diverse workforce operating within a professional work environment prepared to meet the current and future needs of the organization.

■ During FY04, the Office of Executive Workforce Planning (OEWPP) redesigned two BOP strategic plan objectives to ensure that hard-to-fill and high-turnover positions can be easily identified. The primary focus is to develop recruitment and retention strategies and measure the success of these strategies. The Office has also identified locations where the BOP is underrepresented with respect to minority group employment and developed strategies to remove barriers to achieving full representation. The human capital plan is currently being developed to identify skill shortages in core job series to ensure the right people will be in the right positions when needed.

OEWPP also focuses on the following:

1. monitoring turnover in leadership positions to ensure staff are being developed to move into these positions;
2. evaluating the effectiveness of human resource programs (e.g., Physical Abilities Testing, Pre-employment Interview Process, Mentoring, and T-4-T Diversity Management) in guiding management decision-making; and
3. implementing new technology to improve hiring, retention, and the overall effectiveness of human resource functions. This includes enhancing the auto-

mated online application systems (BOP-HIRES and BOP-CAREERS), converting two major Executive Staff personnel systems to web applications, and developing content related to the Human Resource Management Division for the Bureau's inter- and intranets.

■ The BOP hired 2,054 new employees in FY04 to keep pace with the activation of new facilities that will confine the expanding inmate population. This brought the total BOP staff complement to 35,023 at the end of the FY.

■ During the FY, 1,976 employees attended the Introduction to Correctional Techniques (ICT) course at the Staff Training Academy (STA) in Glynnco, Georgia, and 865 completed specialty training in security-related functions conducted at various institutions, the STA, and the Florida Army National Guard facility. The Management and Specialty Training Center (MSTC) in Aurora, Colorado, conducted 114 residential classes, 2 workgroups, and 6 off-site classes, and hosted 4 non-Bureau-related courses. MSTC provided onsite training for 2,921 participants.

■ MSTC is in the process of creating and deploying online distance learning courses for the Bureau. It has evaluated all Correctional Services courses and is identifying those that could be successfully converted into an eLearning environment. The Bureau specifically converted three courses (Inmate System Manager, Lieutenant, and Training for Trainers) into distance learning formats,

substantially reducing or entirely eliminating staff travel and per diem costs. For example, conversion of Lieutenants' Training alone realized a 40 percent reduction in residential training at MSTC in FYs 2003 and 2004; and converting the Investigative Intelligence course yielded a 33 percent reduction in MSTC's related residential training in FY 2004. The Cross Development Series was issued to the field on a CD-ROM and is also accessible on the intranet. Conversion of this series to a distance learning format resulted in a cost savings of approximately \$100,000 in FY04.

MSTC converted all paper-based MSTC exams, including Cross Development and certification exams, to online delivery via eZ.exam. More than 9,000 staff have completed in excess of 32,000 exams on eZ.exam since it was implemented in June 2003.

MSTC also implemented the Electronic Subject Matter Expert (eSME) on the Bureau's intranet. The eSME is an electronic resource that provides guidance and support on individual subjects. It includes reference information, guided instructions and/or tutorials, subject matter advice, and hints on how to perform a task more efficiently. The first eSME topic deployed on the intranet dealt with the Armory. Series on Correctional Services and Labor Management Relations were subsequently introduced.

■ Effective November 1, 2003, STA implemented eZ.exam as the mechanism for Institution Familiarization (IF) testing and

Level I evaluation at all institutions. STA completed online testing of 1,726 IF students. Of the students tested, 97 percent passed the exam with an average score of 83.4 percent. STA has integrated online testing into the Introduction to Correctional Techniques (ICT) program. To date, Exam I has been administered to 1,061 students. Of those tested, 97 percent passed with a median score of 86.2 percent. The median score of Exam II is 88.7 percent. The median score for both exams is 87.6 percent, with no significant change from the prior testing method. STA has replaced the student evaluation system with an online module that provides the Executive Staff easy access to student comments and ratings, allowing them to evaluate the ICT program in a more timely fashion. The IF/ICT test, student demographics, and Level I data (e.g., scores) are being analyzed by STA staff. Benefits of implementation of the eZ.exam for both IF and ICT include instant feedback to students on test scores and questions they answered incorrectly.

STA has fully integrated the electronic workbook into the ICT program. Students participating in ICT training are issued laptops and instructional manuals on a CD (versus printed format) upon arrival at STA. After completing the program, students return the laptop and are allowed to keep the electronic manual, realizing a cost savings of \$49.50 per student. STA also developed a new IF electronic manual and is in the process of integrating it into the IF program. Beginning in FY05, institutions will be issued

a set of printed training manuals and electronic workbooks. The printed materials will be reusable and will be updated periodically through the Bureau's intranet. The electronic manual will be given to students. By using this electronic format, STA anticipates a cost savings of \$52,284 in FY05 and a continued savings of \$100,800 in duplication costs in each year that follows.

STA has leveraged the current technology by adding instructional training films to student laptops, and is adding two additional training films to the current configuration. Two computer-based training modules in different stages of development are targeted to replace current self-study modules. Feedback from students and instructors has been extremely favorable.

■ In concert with Presidential e-gov initiatives, staff from the Training and Staff Development Branch and the Office of Systems Development are making additional advances in the automation of training practices. The BOP deployed its first web-based application for Employee Services Department (ESD) staff (the Training Management System) to more efficiently manage the training needs for Bureau staff. Implementation team members:

√ Transferred archived training data to provide significantly improved access to ESD staff and registered users;

√ Continued expansion of the Learning Catalog, which identifies training offer-

ings provided by the BOP, other government agencies, and select vendors;

√ Developed reports that will enable ESD staff to review completed training for all staff (important for the verification of mandatory training standards);

√ Created curriculum and provided training via classroom instruction and CENTRA to users across the agency;

√ Provided continuous technical and troubleshooting help-desk support to users through the transition; and

√ Began the work necessary to convert the large, recently-received National Finance Center (NFC) data load. This involves course comparison analysis and data cleansing to ensure an accurate, comprehensive database.

■ The Leadership Enhancement and Development (LEAD) program is in its third year. LEAD provides training and developmental activities linked to leadership competencies identified as necessary for staff to be effective at the highest levels of the Bureau. During FY04, 46 participants completed all mandatory requirements and graduated from the LEAD program.

The program has a unique three-phase structure. Phase I programming is suited to those at the GS 9, 11, and 12 levels; Phase II is designed for GS 13, 14, and 15 (non-CEO) participants; and Phase III fits the needs of GS 15 CEOs and Senior Executive Service (SES)-level staff. All

.....

participants receive a 360-degree Leadership Competency Assessment. Phase I participants attended the Leaders' Influencing, Negotiating, and Communicating Skills (LINCS) training, as well as the Leadership Forum. The Training and Staff Development Branch (TSDB) continues to provide participants with a range of classes from selected course providers, including the National Institute of Corrections (NIC), the Office of Personnel Management (OPM), Aspen Institute, and the Center for Creative Leadership.

■ TSDB continues to provide New Wardens' and New Associate Wardens' Training. Representatives from the Central Office divisions provide job-specific training to these audiences. Participants also benefit from presentations by the Director and other members of the Executive Staff on current Bureau trends and initiatives.

■ TSDB and the Office of General Counsel are working jointly to coordinate and provide Civil Treatment for Managers Training for Associate Wardens. Numerous training sessions are scheduled regionally and in Central Office.

■ During FY04, the BOP continued to streamline several human resource functions and provide assistance to Employee Services Department staff at institutions. Using existing resources, a special projects group was established to develop comprehensive national credit- ing plans. This eases the burden on field offices for developing plans, improves

the overall qualification analysis of applicants, and facilitates the automation of merit promotion processes.

■ BOP-HIRES, the internet-based hiring system implemented in 2001 for Correctional Officer and hard-to-fill category positions, continues to be a successful tool for recruiting and maintaining inventories of qualified applicants, and for instantaneously referring applicants to BOP facilities to fill vacant positions. Since its inception, more than 170,000 individuals have applied for correctional officer positions, of which approximately 60 percent were found qualified.

Also in FY04, inventories for medical officer, clinical psychologist, physician's assistant, and nurse practitioner positions increased by more than 900 qualified applicants. Since implementation, more than 9,000 qualified medical professionals have used this process to apply for employment consideration with the BOP.

■ The Bureau utilizes a Student Loan Repayment Program for newly-appointed or current employees. This program provides repayments for qualifying Federal student loans. Six clinical psychologists and one medical officer have been approved to receive program benefits. Absent this incentive, the Bureau would have had difficulty recruiting and retaining these employees.

In 2003, as a recruitment and retention incentive, DOJ implemented an Attorney Student Loan Repayment Program

(ASLRP) to provide repayments for qualified Federal student loans to DOJ attorneys in FY04. To date, a total of six BOP attorneys have been selected for participation.

■ As a cost savings initiative, the BOP began using the National Finance Center's Employee Self-Service, a web-based application that allows staff to initiate their own payroll data changes electronically. Previously, the BOP used Employee Express, which involved a reimbursable agreement with OPM.

■ The BOP has an Ombudsman program that provides a confidential and neutral resource for staff to informally resolve work-related issues or problems. To enhance awareness of the program, during FY04, the Office of the Ombudsman established an informational web page on the intranet that explains the program's mission and objectives. The page has increased awareness of the Ombudsman's role in facilitating informal resolution of work-related issues and concerns. In addition, to alleviate confidentiality concerns for some staff, the Ombudsman works from home one day a week to accommodate staff who prefer to not discuss their issues or concerns via government telephones.

■ A large agency recruitment brochure is in the final stages of production. Once completed, the Bureau will forward it to colleges and universities throughout the nation. This will inform students of educational excellence initiatives and programs sponsored by the Bureau (student

internships, cooperative agreements, etc.).

■ The BOP participated in joint ventures with other DOJ components with respect to commemorative month events, including Black History, Asian American/Pacific Islander Heritage, Women's History, Hispanic Heritage, Disability Awareness, and Native American Heritage Months. Such functions continue to enhance Bureau staff's awareness of important contributions made by these groups.

■ The Bureau is an active participant in DOJ's Advisory Committee on Disability Employment Issues. The main focus of this committee is to standardize training, reporting, and initiatives across DOJ components.

■ The Bureau has been working diligently with DOJ's Justice Management Division (JMD) Equal Employment Opportunity (EEO) staff regarding implementation and reporting procedures for EEOC Management Directive 715 (MD715). In accordance with MD715, the Bureau will identify barriers that preclude the hiring and advancement of women, minorities, disabled veterans, and other persons with disabilities. Training with EEOC staff has been scheduled for all key Affirmative Employment staff within the Bureau - the focus will be on the identification of barriers to equal employment opportunities and documentation. Training will subsequently be provided to special emphasis program managers during annual national training meetings.

■ The Bureau held its national Affirmative Action training meetings in conjunction with related national organizations, such as the National Association of Blacks in Criminal Justice (NABCJ), the League of United Latin American Citizens (LULAC), Women Working in Corrections and Criminal Justice (WWICCJ), and the Federal Asian Pacific American Council (FAPAC). Training for special emphasis program managers is accomplished through these partnerships. Instructors from the U.S. Department of Agriculture Graduate School (USDA) and OPM's training centers address relevant topics, such as career development, barrier analysis, recruitment, and diversity management. The BOP continues to train staff on diversity management issues on an annual basis and provides bi-annual Diversity Training for Trainers at MSTC.

■ The Labor Management Relations Branch (LMR) continues its information-sharing teleconferences for institution executive staff, managers, and supervisors. This training is conducted regionally at least twice each year and has proven to be an effective strategy for discussing related issues and concerns.

During the fiscal year, Labor Management Relations (LMR) staff provided training to managers and supervisors at 11 institutions. Staff also provided training during numerous meetings, including Wardens' training, New Wardens' training, Leadership Forums, Activation Training, Regional Wardens' meetings, Supervisors of Education Training, Superintendent of Industries training,

New Associate Wardens' training, and Civil Treatment training.

■ Staff from LMR continue to take the lead in negotiating a new collective bargaining agreement with the American Federation of Government Employees' (AFGE) Council of Prison Locals, which represents approximately 25,000 employees in the BOP's workforce. Once finalized, this agreement will replace the existing agreement that has been in effect since March 1998.

■ The Security and Background Investigation Section (SBIS) favorably adjudicated 2,582 initial investigations; 5,288 reinvestigations; and 872 contractor investigations during FY04. Specialists and technical staff are assigned responsibilities for specific regions and institutions, a process that enhances rapport between Employee Services Departments and SBIS.

■ SBIS staff provided Pre-Employment Security Training to 30 newly-assigned Employee Services Specialists at MSTC. SBIS also provided routine updates via e-mail to field offices about recurrent issues, new issues, and operation enhancements. Central Office Financial Management, Privatization, Personnel Security, and Information Security staff worked closely with DOJ to implement security-related changes for contractors and volunteers.

■ The Mid-Atlantic Region continues to utilize its Regional Expansion Recruitment Task Force to help communities prepare

to receive BOP facilities into their local areas and to help identify and eliminate negative perceptions on the part of new hires and community residents.

Security and Facility Management

The BOP will maintain its facilities in operationally sound conditions and in compliance with security, safety, and environmental requirements.

■ Despite managing an average daily population of 179,288 inmates, there were no major disturbances at any BOP institution, and no staff member lost his or her life in the line of duty during FY04.

■ During FY04, the Bureau continued its practice of conducting after-action reviews following any security breakdown and implementing corrective actions necessary to help prevent future security problems. A heightened emphasis on staff supervision and communication, enhanced intelligence-gathering, and the increased use of closed-circuit cameras and video recording improved inmate monitoring. BOP facilities maintained arrangements with state and local law enforcement agencies and other emergency services in support of the BOP's mission.

■ While prevention has an enormous impact on the safety and security of BOP institutions, preparation for actual emergencies is also critical. The BOP continues to take a proactive approach to crisis

management through training programs designed for its Special Operations Response Teams (SORTs), Disturbance Control Teams (DCTs), Crisis Support Teams (CSTs), and Hostage Negotiation Teams (HNTs). Additionally, the BOP continued the instruction of Tactical Team leaders with several sessions of the Tactical Leadership Development Program. BOP facilities also conducted preparedness exercises under mock emergency situations to test the effectiveness of their emergency plans, staff response, and interagency cooperation.

■ Use of the Rapid Start software adopted from the FBI in FY 2001 has enhanced management of emergency situations, communications, and information exchange with the FBI.

■ The agency realigned its SORT/HNT program to make it more efficient. SORTs and HNTs are now placed at select institutions and provide coverage via land or air for other institutions within a 500-mile radius. A national "First Responder" training plan was developed to help staff provide a controlled, optimally effective, initial response to hostage and other critical incidents within a correctional setting. This will be taught to line staff during Institution Refamiliarization Training and annually during refresher training.

■ The Bureau has a well-designed urine surveillance program to detect, deter, and control illegal drug use in Federal prisons. In FY04, of 92,085 inmates randomly tested, less than 1 percent had a positive result.

■ The Bureau continues to use ion spectrometry devices at 58 institutions. The devices have proven to be useful in preventing drug introduction into BOP facilities. The majority of the high and administrative security level facilities have the new model of the ion spectrometry equipment that detects the presence of narcotics and has an extended range of contraband detection (including the explosive triacetone triperoxide or TATP, Barbitals, and Amphetamine Sulfate). This easier-to-use device is a desktop model that can be carried like a small suitcase. Persons, vehicles, packages, mail, containers, identification cards, and drivers' licenses can all be tested for the presence of narcotics.

■ During FY04, the Bureau continued its efforts to prevent inmates from engaging in criminal activities while incarcerated, with a major focus on reducing inmate telephone abuse. A new inmate telephone system (INTRUDER) enhances security by improving monitoring capabilities and providing numerous administrative controls over inmate telephone calls. It also reduces the cost of telephone service for inmates.

The BOP records all inmate telephone calls placed from inmate phone lines, except for phone calls to inmates' attorneys; inmates must submit a written request demonstrating the need for such a call. The Bureau randomly monitors social telephone calls, paying particular attention to inmates who have a high likelihood of abusing their telephone privileges. The BOP has a process in place

through which Federal prosecutors and law enforcement officials can notify the agency regarding “inmates of greatest concern” so that the agency can provide extra scrutiny of these offenders’ telephone calls, mail, visiting, and financial transactions.

■ The Bureau’s intelligence staff continue to work with other Federal, state, and local law enforcement staff to identify threats to institution security and reduce crime in the community. The BOP maintains an Intelligence Section in Central Office, as well as the Sacramento Intelligence Unit in Sacramento, California, with intelligence officers working with the Safe Streets Task Forces in numerous metropolitan areas.

Correctional Leadership and Effective Public Administration

The BOP will manage its operations and resources in a competent and effective manner which encourages creativity and innovation in the development of exemplary programs, as well as excellence in maintaining the basics of correctional management. The BOP continually strives toward improvements in its effective use of resources and its efficient delivery of services.

■ The Bureau uses monitoring teams to review its secure adult contract facilities and large intergovernmental agreement facilities semiannually. In FY04, 15 con-

tract facility monitorings were conducted to assess contractor performance.

■ In FY04, for the sixth consecutive year, the BOP received an unqualified (or “clean”) opinion on its Audited Financial Statements. This accomplishment is evidence of the agency’s commitment to improving financial performance and accountability.

■ In FY04, \$9.6 million in court-ordered obligations was collected from inmates through the Inmate Financial Responsibility Program (IFRP). The IFRP requires inmates to make payments from their trust fund account (including institution earnings) to satisfy court-ordered fines, restitution, child support, and other monetary judgements. Most of the funds were distributed through DOJ’s Crime Victims Fund as direct compensation to victims for losses resulting from crime, or to victims assistance and support groups.

■ In FY04, the BOP continued to serve victims of crime through the Victim/Witness Notification Program. Victims and witnesses enrolled in the program are informed of changes in the status of the inmate-perpetrators, including the date and location of initial incarceration and release status (such as a parole decision, community corrections center placement, or expiration of sentence). Through September 2004, the BOP monitored 15,645 inmates, with more than 67,000 identified victims or witnesses.

The Bureau uses the automated Victim Notification System (VNS) that was imple-

mented nationwide in FY02 and operates on DOJ’s intranet. VNS links the FBI, the Executive Office for United States Attorneys, the United States Postal Inspection Services, and the BOP, allowing these agencies to share victim information. The system, which contains the names of all victims of Federal crime, has been designed to improve the accuracy of victim information and the efficiency with which notifications are made. Additionally, VNS offers each victim easy access to inmate information through an automated telephone system. By accessing the VNS call center, the victim can retrieve the location of the inmate, scheduled parole hearing dates, a halfway house placement date, and the inmate’s projected release date.

The BOP conducts Victim Impact Panels and Victim Awareness Groups as part of the inmate release preparation curriculum. The programs are designed to increase inmates’ awareness of the individual and social costs of crime. Inmates hear victims’ first-hand accounts of how crime has affected their lives. These panels stress personal responsibility and the consequences of criminal behavior from the victims’ perspective. These activities are expected to help offenders recognize the impact their behavior has on others’ lives and change future behavior.

■ In FY04, 37 institutions received initial accreditation or reaccreditation from the American Correctional Association (ACA). ACA accreditation provides external certification that Federal prisons provide decent living conditions, offer

adequate programs and services, and accommodate inmates' constitutional rights by ensuring compliance with more than 480 standards developed by corrections professionals. At the end of FY04, 95 institutions maintained accreditation status, and another 15 were pursuing accreditation.

■ While ACA accreditation demonstrates that BOP institutions meet basic performance standards, the BOP uses a number of additional measures to monitor and assess each institution's performance. The Bureau conducts program reviews or internal audits; tracks rates of inmate misconduct (including assault, homicide, escape, and drug and alcohol use) at each facility; and conducts remote and onsite surveys and assessments of staff and inmate morale as a broad gauge of each institution's social climate. This array of internal and external assessment tools helps the BOP ensure that every institution is providing high-quality programs in an efficient manner and ensures safe and secure operations.

During FY04, a total of 446 program reviews were conducted in institutions, community corrections offices, regional offices, and Central Office to assess program performance and compliance with established policies and procedures. The program review process allows the BOP to assess and evaluate efforts geared toward the accomplishment of the agency's mission.

The BOP conducted 33 Institution Character Profiles in FY04. Institution Char-

acter Profiles, which are derived from interviews of staff, inmates, non-BOP law enforcement officials, and citizens, provide administrators with feedback on perceptions about the management, security, safety, and community presence of each institution.

■ During FY04, 26 audits were initiated by the General Accounting Office or DOJ's Office of the Inspector General, 26 audits were successfully closed, and 27 remained active at the close of the year. Through successful resolution of these audits, the BOP demonstrated that it continues to perform its public administration functions in an effective and fiscally-responsible manner.

■ During FY04, the BOP continued to provide information to the public through its website (www.bop.gov) on the internet. During this period, the BOP's website was accessed by more than 1.66 million different visitors.

Almost all BOP Program Statements (policies) are posted on the Bureau's website, providing the public with faster, easier access, while reducing costs to the agency associated with responding to individual Freedom of Information Act (FOIA) requests. The website also contains a FOIA request form, which allows citizens to transmit requests electronically.

■ The Inmate Locator is available on the Bureau's website, providing information on the location of specific inmates. Website availability of this information has significantly reduced Freedom of

Information Act (FOIA) requests to the Bureau. The requests received now represent more complex, time-consuming requests for documentation.

■ During the FY, the Bureau's Medical Director continued to issue and revise Clinical Practice Guidelines, providing the latest information on the prevention, detection, and treatment of several diseases. Guidelines cover diabetes, hypertension, coronary artery disease, HIV, hepatitis, tuberculosis, asthma, peptic ulcer disease, methicillin-resistant staphylococcus aureus (MRSA), varicella zoster virus, depression, and detoxification, among others. The guidelines, based on nationally-accepted standards of care, were made available to state and local correctional agencies through the BOP and National Institute of Corrections websites.

■ The BOP worked closely with the Joint Commission on Accreditation of Healthcare Organizations (JCAHO) concerning accreditation of health care delivery throughout the BOP. During FY04, 17 BOP institutions were surveyed under the new JCAHO non-numeric scoring system, implemented on January 1, 2004. Also in FY04, 20 BOP JCAHO-accredited institutions underwent a new JCAHO procedure called a Periodic Performance Review (PPR), a required self-assessment through which each institution conducts an internal review of all applicable JCAHO standards.

■ The Bureau continues to actively explore strategies that could potentially

yield cost reductions while simultaneously improving inmate services. For example, an electronic law library pilot was authorized for all newly-activating institutions. Reducing the need to establish and maintain separate libraries within institutions, purchase hard-bound materials, and allocate staff time to audit libraries and manage inmate requests for library materials is expected to yield cost savings and provide space that can be designated for other educational programs.

The Bureau also successfully implemented CENTRA, a conferencing software application that has significantly expanded distance learning options available to staff, while eliminating training-related travel expenses. In FY04 the BOP Medical Director conducted regular monthly CENTRA conferences for institution clinical directors. CENTRA conferences were also conducted, generally on a bi-monthly basis, for other medical specialties. Continuing Medical Education (CME) credits were given to those who attended the training. CME credits are required for clinicians to maintain their licences and certifications.

■ The Office of General Counsel completed its reengineering of field legal services. All 23 Consolidated Legal Centers (CLCs) have been activated. Through CLCs, legal staff are able to deliver legal services more efficiently. As a result of this restructuring, 22 staff positions have been saved.

■ Leadership in corrections includes acknowledging and dealing with prob-

lems. With the BOP's rapid growth, there are more inexperienced staff in the agency's workforce than in the past. All staff are advised of and are expected to know the laws, regulations, and BOP policies guiding their conduct. Still, a very small number become involved in misconduct.

The BOP has zero tolerance for staff misconduct. The most difficult challenge for the BOP has involved abuse of authority, and in particular, the sexual abuse of inmates (i.e., any sexual activity between staff and inmates).

Federal law expressly criminalizes sexual activity between correctional workers and inmates in Federal prisons and establishes penalties for those who engage in this type of behavior. BOP policy prohibits staff members from showing partiality toward or becoming emotionally, physically, financially, or sexually involved with inmates. Although only a minute portion of the approximately 35,000 staff who work for the BOP have ever been involved in this type of behavior, it is an issue the BOP takes very seriously. Whenever an allegation of staff misconduct is made, the BOP investigates the matter promptly, vigorously, and thoroughly. Criminal prosecution and/or administrative action is taken where appropriate.

During FY04, 11 allegations of sexual abuse of inmates were sustained. Two involved female BOP employees, one involved a male BOP employee, one involved a contract staff member working in a BOP facility, five involved staff

working in privatized facilities, and two involved staff at institutions housing Federal inmates under Intergovernmental Agreements (IGAs). Two employees with sustained allegations pled guilty to criminal violations. All those against whom charges were sustained resigned or were terminated from employment.

Inmate Programs and Services

The BOP provides services and programs to address inmate needs, providing productive use-of-time activities and facilitating the successful reintegration of inmates into society, consistent with community expectations and standards.

■ One of the Bureau of Prisons' most important correctional programs is Federal Prison Industries (FPI). FPI's mission is to: (1) employ and provide job skills training to as many inmates as possible to help them prepare for a productive, crime-free return to the community after release; (2) contribute to the safety and security of Federal prisons by keeping inmates constructively occupied; (3) produce market-priced, high-quality goods and services for sale to the Federal Government; (4) operate in a self-sustaining manner; and (5) minimize any negative impact on private business and labor.

FPI operated 102 factories in FY04, generating sales of \$802 million (up from \$667 million during FY03). FPI's increase in sales was driven by increased demand for military items supplied by FPI's electronics and textiles business groups.

At the end of FY04, FPI employed 19,337 inmates, representing roughly 18 percent of the sentenced, medically-able Federal inmate population. Inmates who work in FPI and have court-ordered fines, victim restitution, and family support must contribute 50 percent of their earnings toward these obligations. During FY04, inmates who worked in FPI contributed over \$2.8 million of their earnings toward meeting their financial obligations.

Research has shown that inmates who participate in the FPI program are less likely to revert to criminal behavior and are more likely to be gainfully employed following release from prison. The Post-Release Employment Project study compared inmates who worked in prison industries with similar inmates who did not participate in FPI. The research found that inmates who worked in FPI were significantly less likely to recidivate than inmates who did not participate. Inmates who participate in FPI were also less likely to engage in prison misconduct. In addition, minority groups at greatest risk for recidivism benefitted more from industrial work participation and vocational training than their non-minority counterparts.

■ Inmate involvement in education programs remained steady during FY04. At year's end, 35 percent of the inmate population was enrolled in one or more education programs on any given day. The participation rate for female inmates was 46 percent. BOP research has found that inmates who participate in education programs are 16 percent less likely to recidivate than non-participating offenders.

General Educational Development (GED) program enrollments continued to increase in FY04. In September 2004, nearly 22,000 students were enrolled in the GED program. A total of 5,978 inmates completed their GED in FY04.

■ Occupational training programs provide inmates with marketable skills to increase their chances of successful post-release employment. BOP research has found that inmates who participated in vocational training or apprenticeship training programs while incarcerated were significantly less likely to recidivate than inmates who did not participate in these programs. In FY04, the Bureau provided or supported approximately 375 occupational training programs, 640 apprenticeship programs, and 158 advanced occupational education programs for inmates. On any given day, more than 10,000 inmates were actively participating in occupational training/apprenticeship programs. During the FY, inmates completed more than 10,000 occupational training courses.

■ Providing educational services to inmates with special learning problems or disabilities remains a high priority for the Bureau. The Bureau continued to train qualified teachers in diagnostic assessment and methods for accommodating inmates with disabilities. As part of the special learning needs effort, the Bureau also emphasized and increased special GED test accommodation requests, resulting in 169 accommodations in FY04.

■ Most BOP facilities have parenting programs that provide inmates with opportunities to learn about children, child development, and family skills. Designed to develop and deliver programs to encourage young children to read regularly, the Reading is Fundamental (RIF) program is now available at 14 BOP facilities. The children of inmate participants at these facilities receive as many as three books during the year from RIF. In addition to the RIF program, Hope House, a Washington, DC-based non-profit organization, continued the reading program at FCIs Cumberland, Maryland; Danbury, Connecticut; and Petersburg, Virginia. In this program, inmates read children's books into a tape recorder. The tape, a signed book, and a picture of the inmate are mailed home to the inmate's child, allowing parents to read to their children via the recording.

■ During FY04, the BOP's Volunteer Management Branch merged with the Inmate Placement Program Branch to become the Inmate Transition Branch (ITB). Under the ITB's general supervision, BOP institutions conducted 74 mock job fairs in FY04. Approximately 3,000 Federal prisoners and almost 1,300 employers, community organizations, and agency representatives participated in the mock job fairs. The ITB also reported about 5,000 inmates participated in public works projects and community service programs, including activities such as constructing housing for the poor with Habitat for Humanity, training dogs to work as service animals for individuals with disabilities, translating books into braille, and

working on community improvement projects.

■ To reduce the number of inmates who return to drug abuse and criminal behavior following release, the Bureau offers a comprehensive substance abuse treatment program that includes the Residential Drug Abuse Program (RDAP), drug abuse education, a number of non-residential programs, and community transition programs.

The Bureau operates RDAPs at 55 of its institutions for the 34 percent of Federal inmates who have a moderate to serious drug abuse problem. Participants are housed in a separate unit reserved for drug abuse treatment. The residential program provides half-day intensive treatment programming, five days per week. The remainder of each day is spent in education, work skills training, and other programs. RDAPs are typically 9 months in length and provide a minimum of 500 hours of treatment. Treatment is cognitively-based, focuses on the inmate's behavior and criminal thinking, and targets drug-using behaviors. Upon RDAP completion, aftercare services are provided in general population and community corrections centers (CCCs) to ensure an effective transition from the institution program to the community.

To estimate the demand for treatment for a substance use disorder, the Bureau analyzed a portion of data that were collected as part of a study of the prevalence of mental health conditions in the inmate population. These data characterize

samples of inmates from admissions cohorts during FYs 2002 and 2003. Over 2,500 presentence investigation reports were screened to ascertain the frequency of inmates with a drug use disorder (a reference to a medical diagnosis of a drug use disorder or an offender's self report of drug use that met the criteria for a drug use disorder). The findings extrapolated from these data indicate that approximately 40 percent of inmates entering Bureau custody during FYs 2002 and 2003 met the criteria for a substance use disorder.

Research confirms that inmates who complete RDAP are less likely to be re-arrested and less likely to use drugs than similar non-participant offenders.

In FY04, the BOP provided residential drug abuse treatment to 18,278 inmates. An additional 13,014 inmates participated in non-residential drug treatment programs and 16,517 participated in transitional drug abuse treatment at CCCs. During FY04, 22,105 inmates participated in a drug abuse education course.

■ During FY04, BOP psychologists conducted 273,599 mental health intake assessments and evaluations on offenders committed to BOP facilities. To meet the mental health needs of offenders, psychologists provided approximately 61,400 sessions of individual therapy and crisis counseling. As part of the BOP's efforts to prevent inmate suicide, 4,101 suicide risk assessments and 1,739 suicide watches were conducted. Psychologists also attended to the needs of offenders

in special housing units and completed 99,145 monthly reviews of inmates confined in such units.

■ The BOP offers a number of psychology treatment programs designed to facilitate inmates' adjustment both during incarceration and upon release to the community. These programs utilize a cognitive behavioral treatment approach aimed at improving inmates' emotional and behavioral responses to difficult situations and emphasize life skills and pro-social values development. Each program was developed with an evaluation component to ensure the program effectively meets its goals.

CODE is a unit-based, cognitive behavioral treatment program designed to improve institutional adjustment of penitentiary inmates. Designed for those who could benefit from living in an enhanced therapeutic environment, this program addresses psychological distress, mental illness, cognitive deficits, specific behavioral problems (e.g., poor social skills, impulsivity), and risk of victimization. CODE programs were offered at all high security institutions in FY04 and had 2,579 inmates enrolled at the end of the FY. In FY05, the CODE program will expand to include a drug abuse treatment component.

E-CODE is an intensive, multi-phase treatment program for maximum custody inmates. The program is designed to effectively manage and treat violent and predatory inmates housed at USP Marion, Illinois. It focuses on teaching inmates

.....

self-discipline, the value of conforming to pro-social norms, and how to change negative thoughts and behaviors that lead to incarceration-related problems.

The **Bureau Responsibility and Values Enhancement (BRAVE)** program is designed for young male offenders who are serving their first significant term of Federal incarceration (5 years or more). This program seeks to improve inmate adjustment by increasing participants' responsibility for their own behavior, providing basic skills to assist them in responding more appropriately and effectively to their environment, and preventing misconduct. BRAVE is operational at FCIs Beckley, West Virginia; Cumberland, Maryland, and Terminal Island, California.

The **Skills Program** at FCI Coleman (Medium), Florida, is for inmates with cognitive and social learning needs. Qualified inmates are transferred to the facility for this 12-18 month program that begins with an assessment of their educational needs, learning problems, and level of social functioning. Inmates participate in activities designed to increase education levels, strengthen social skills, and improve their ability to satisfactorily adjust to a correctional environment. Initial program data indicates that skills programming increases participants' ability to complete their GEDs, and may reduce the number of incident reports participants receive.

The **Sex Offender Treatment Program (SOTP)** offered at FCI Butner, North Caro-

lina, is an intensive, residential therapeutic program for male sex offenders. The SOTP has been in operation since 1990 but underwent significant program enhancements in 1997. The program's goal is to reduce sexual recidivism by helping sexual offenders manage their deviance. To accomplish this, the SOTP provides psychoeducational programs and group work, group and individual psychotherapy, and release planning.

The **Habilitation Program**, also offered at FCI Butner, serves high security, low functioning inmates who have difficulty adapting to a penitentiary environment but who have the ability to function well at medium security institutions. Once accepted, inmate participants attend psycho-educational groups geared toward facilitating a successful adjustment to such facilities. Individual therapy is available as needed. Graduates who maintain a favorable adjustment at FCI Butner are eligible for transfer to other medium security institutions.

The **Axis II** program at the Medical Center for Federal Prisoners (MCFP) in Springfield, Missouri, was implemented to treat high security inmates with longstanding psychological difficulties characterized by high rates of self-injurious behaviors, emotional vulnerabilities, relational problems, and low stress tolerance. Axis II is a residential treatment program that provides participants with skills to cease or limit their self-destructive behaviors, better regulate and manage their emotional reactions, and increase interpersonal effectiveness.

Upon program completion, inmates are typically transferred back to a penitentiary, where trained staff are available to help them maintain treatment gains and adapt their new skills to that environment.

Recognizing that **female offenders** present somewhat different issues compared to male offenders, the BOP continues to provide a mandatory training course for staff working with female offenders. This course presents a comprehensive overview of factors that affect the behavior of female offenders in custody, including emotional concerns, family relationships, health or physical concerns, and trauma and/or abuse issues.

Research and experience with female offenders have revealed that many incarcerated women experience mental health and behavioral problems as a result of sexual, physical, or emotional trauma that occurred prior to incarceration. Trauma is often associated with having led a criminal, often substance-abusing, lifestyle. The BOP continues to develop special programs to meet the needs of female offenders.

To address the needs of female offenders with a history of trauma, the Bureau implemented **Trauma Treatment Programs** at all stand-alone female facilities and at many satellite camps housing females. These programs are designed to treat trauma symptoms and assist female inmates in developing the skills necessary for independence and sound decision-making.

Through activities such as group counseling, the **Values Program** promotes pro-social values and reinforce positive behaviors to improve relationships and enhance adjustment to the community. This program is in operation at FCI Greenville, Illinois; FCI Beaumont (Medium), Texas; and at the main institution (Medium) and the satellite camp at FCI Marianna, Florida.

■ Other innovative programs that demonstrate the broad range of Bureau programming options are the following:

FCI Coleman's (Low) **Focused Re-entry Exemplifies Excellence (FREE)** program is designed to assist inmates in the transition from living confined to living free in society. Course criteria were developed by BOP psychologists and unit management staff working in collaboration with the U.S. Probation Service.

The **K.C. Model** program operates in high security prisons and targets inmates who are becoming disciplinary problems or management concerns and are at risk of being transferred to a more restrictive setting. The program is in place at USP Leavenworth, Kansas, and USP Florence, Colorado. The program provides many opportunities for inmate self-improvement and promotes positive and pro-social behavior.

■ During FY04, BOP chaplains, assisted by about 8,500 contractors and volunteers, provided more than 290,000 religious services programs for inmates. Approximately half of these were worship

services for adherents of the 31 faith groups represented among BOP inmates, while the balance consisted of a wide range of programs and other services, such as counseling. Religious practices of various faith groups (e.g., the Asatru, Muslim, Jewish, Moorish Science Temple of America, Nation of Islam, Native American, Protestant, Rastafarian, Roman Catholic, and others) were accommodated. Seminars and retreats were sponsored by Buddhists, Cursillo, Islamic groups, Kairos, Koinonia, Marriage Enrichment groups, Prison Fellowship, and Yokefellows. Other events included revivals, Alternatives to Violence seminars, and choral and other musical presentations.

As part of mandatory training for staff, chaplains prepared specialized training on religious beliefs and practices to be presented to all staff in 2005. In addition, 25 chaplains successfully completed a 36-hour training program for new chaplains. The Religious Services Branch also provided specialty training on inmate beliefs and practices for all Captains.

The Religious Services Branch provided technical expertise to many state departments of corrections concerning such issues as religious diets; common practices of various faiths; and academic, professional, and endorsement requirements for staff chaplains. Policies were revised to improve religious accommodation and strengthen security procedures. The reference manual was made available to all corrections agencies through the National Institute of Corrections.

This branch also initiated two programs to enhance inmate management and protect against radicalization by other inmates. A centralized library database has been developed to catalog print and audio-video materials appropriate for purchase and use in a correctional setting. Additionally, BOP chaplains have prepared video and print media instructional materials for use in institutions where community resources are not available to assist in religious instruction.

Five Life Connections Programs (LCP) are operational across the country. These pilot re-entry programs are provided in partnership with various faith communities nationwide. Faith groups at the inmates' release destinations are asked to volunteer as support groups for inmate participants upon release. Designed to reduce recidivism, this program is being evaluated for effectiveness.

During FY04, approximately 3,600 inmates participated in the Religious Diet Program which accommodates the dietary needs of various faith groups.

■ On July 2, 2004, the BOP entered into a partnership agreement with the Federal Deposit Insurance Corporation (FDIC) that allows the Bureau's participation in their Money Smart Alliance Program. The BOP uses this program to promote financial education, asset building, and self-sufficiency to help inmates prepare for a successful return to society. The program, available in English, Spanish, Chinese, Korean, and Vietnamese, is free of charge. FCI Coleman Low was the first

.....

BOP institution to use the program, where it was successfully incorporated into their Focused Re-entry Exemplifies Excellence (FREE) program.

■ **The Special Management Unit (SMU)** program at FCI Oakdale, Louisiana, is an 18-month intensive four-level program designed for inmates who participated in or have a leadership role in a geographical group or gang-related institutional incident or disturbance. The program is designed to help inmates develop the skills necessary to successfully reintegrate into an institution's general population (including how to interact appropriately with rival gang members). The SMU wing includes a medical examination room, satellite feeding area, rooms for instruction, and indoor and outdoor recreation areas. A total of 149 inmates have participated in the SMU since November 2001, and 45 have successfully completed the program and transferred to general population institutions.

■ In FY04, the Bureau continued to assess and adjust its health care delivery system so as to provide medical care to inmates in the most effective and efficient manner. This included expanded implementation of primary care provider teams (PCPTs). This concept involves each inmate being assigned to a medical team that has responsibility for managing that specific inmate's health care needs. PCPTs are designed to enhance continuity of care, promote preventive health care, and reduce duplication of services. The Bureau also continued to identify and

treat mentally ill offenders at the most appropriate therapeutic level.

■ During the FY, the BOP continued its TeleHealth program to improve health care delivery and reduce costs. TeleHealth uses telecommunications technologies to exchange health information and provide health care services to inmates within BOP facilities. TeleHealth enables a medical professional to diagnose and treat patients from remote locations. The BOP uses TeleHealth to connect institutions with community health care providers, as well as to connect BOP facilities with each other. Additionally, TeleHealth improves security (especially at high security institutions) because an inmate does not leave the confines of an institution to receive an examination and evaluation.

During FY04, the BOP entered into an interagency agreement with Walter Reed Army Medical Center (WRAMC) to provide digital x-ray interpretations to BOP institutions. Five institutions in the Mid-Atlantic Region were the first to test the process. Plans are being developed to bring additional institutions online as WRAMC's capabilities increase. Some benefits that have been realized include 24-hour access to x-ray interpretations, reduced duplication of x-rays, and cost savings.

Building Partnerships

The BOP will continue to seek opportunities for expanding the involvement of community and local, state, and Federal

agencies, in improving the effectiveness of the services it provides to offenders and constituent agencies. The active participation by BOP staff to improve partnerships will allow the BOP to carry out its mission within the criminal justice system and to remain responsive to other agencies and the public. The BOP will develop partnerships to focus the shared responsibility for the establishment of a supportive environment promoting the reintegration of offenders into the community.

■ The BOP participates in, among other things, the Criminal Justice Coordinating Council, which coordinates efforts among criminal justice entities and service providers to identify offenders returning to the D.C. area and link them with appropriate community resources.

■ The Inmate Skills Development (ISD) Branch represents the BOP at Federal Executive Partners meetings, chaired by DOJ's Bureau of Justice Assistance. Members include staff from the Departments of Labor, Energy, Health and Human Services, Housing and Urban Development, and Veterans Affairs; the Social Security Administration; the Urban Institute; the National Institute of Corrections; the National Institute of Justice, and other related agencies. The Partners are developing assistance for and monitoring of the status of the Serious and Violent Offender Reentry Initiative. Additionally, they are working to identify methods for sharing information and develop communication protocols between agencies and community

resources with the end goal of helping offenders transition back into their communities.

During FY04, the ISD Branch participated on numerous committees and workgroups with representatives from other governmental agencies (e.g., the Departments of Labor and Education, U.S. Probation Services, U.S. Parole Commission, and Office of Child Support Enforcement) to improve communication and data sharing and facilitate the successful implementation of inmate skills development and reentry initiatives.

■ Law enforcement and prosecutorial initiatives continued to create a need for bedspace for unsentenced prisoners and detainees. The BOP currently operates 12 detention centers that confine primarily USMS prisoners. At the close of FY04, 16 other BOP facilities also provided bedspace for the USMS.

At the end of the FY, the BOP housed approximately 24 percent of the USMS' average daily population. The Bureau also confined approximately 1,300 criminal alien detainees who are the responsibility of the Bureau of Immigration and Customs Enforcement (ICE).

■ The Institution Hearing Program (IHP) continues to help reduce the number of non-U.S. citizen inmates detained after service of their sentence. At the end of FY04, 14 BOP facilities (including contracted facilities where low security inmates are housed) functioned as IHP sites. Seventeen additional sites facili-

tate IHP releases for inmates who have completed the IHP process. At facilities with IHPs, ICE staff work onsite, reviewing files and administratively completing many of the cases. The Executive Office for Immigration Review conducts hearings as needed, either in person or by video conferencing. At the end of the FY, the total number of beds provided by the BOP for inmates in the IHP was 18,463. This includes 6,929 beds for inmates participating in hearings at hearing sites. The remaining IHP beds are allocated for inmates who will be deported upon completion of their sentences.

■ The BOP, USMS, and ICE continue to work together through the Justice Prisoner and Alien Transportation System (JPATS) to ensure the safe and efficient transportation of prisoners between the courts and institutions, and on international deportation flights. Through JPATS, an interagency network of bus/van routes and airlift flights, the BOP, USMS, and ICE managed 289,923 prisoner movements in FY04.

■ The Inmate Systems Management Branch began the process of consolidating sentence computations and community corrections designation functions into one location. This will streamline and standardize these processes, thereby achieving greater efficiency and a uniform interpretation of policy and procedures.

■ During FY04, the National Institute of Corrections (NIC) provided training to 11,901 executives, trainers, and specialists working in state and local corrections.

More than 43,000 corrections professionals and others nationwide viewed NIC's satellite broadcasts and training programs. These broadcasts were on topics such as classification of high-risk offenders, staff wellness, the Prison Rape Elimination Act, and managing offenders in the community. Over 2,100 corrections professionals also completed e-learning courses through NIC's e-Learning Center.

■ NIC awarded 48 cooperative agreements to support a variety of projects that will advance state and local corrections and corrections overseas. NIC also provided 359 responses to technical assistance requests from state and local corrections agencies.

■ In FY04, NIC adopted a systemic approach to addressing the mandates of the Prison Rape Elimination Act. Focus groups were held at several conferences, including national conferences sponsored by the American Correctional, American Jail, American Probation and Parole, and the National Sheriffs Associations. NIC also undertook several activities designed to disseminate information about the Act to the field and gather input on the perspectives of corrections practitioners.

■ To improve operations, NIC implemented an institute-wide strategic planning initiative in FY04. It created an enterprise-level balanced scorecard within a framework of four objectives (budget, customers, human capital, and

internal processes), that will serve as its blueprint for the next three to five years.

■ During FY04, NIC's Information Center responded to 9,627 requests from corrections policymakers, managers, line staff, students, media, and other individuals interested in a broad range of correctional topics. Nearly 39,200 documents, tapes, CDs, and DVDs were distributed. More than 600,000 customers visited NIC's website during FY04, accessing about 40,000 online documents.

■ During FY04, NIC's Information Center hosted 29 listservs that provided e-mail networking for its core constituents sharing common interests or responsibilities, such as correctional trainers, large jail administrators, and jail inspectors. Some temporary listservs were created to support NIC training or current initiatives.

■ To bring its customers the most pertinent information on major correctional issues, NIC's Jails Division published the *Self-Audit Instrument for Administrators of Direct Supervision Jails*, which helps administrators assess their direct supervision operation, and *The Resource Manual for Transition to a New Facility*, which will be available for distribution in 2005.

■ NIC's Jails Division continues to link 157 of the nation's largest jail systems - each with an average daily population of more than 1,000 inmates - via its Large Jail Network (LJN) Exchange. In FY04, it conducted two meetings with the LJN.

■ In FY04, NIC published *Effective Prison Mental Health Services: Guidelines To Expand and Improve Treatment and Correctional Health Care: Addressing the Needs of Elderly, Chronically Ill, and Terminally Ill Inmates*. In addition, NIC's Jails Division continued to work with the National Center on Institutions and Alternatives to produce the "Jail Suicide/Mental Health Update" newsletter, which is distributed quarterly to more than 2,000 subscribers.

■ Under a cooperative agreement with the Council of State Governments' Eastern Regional Conference, NIC continues to provide technical assistance to 13 jurisdictions (representing urban and rural jails, prisons, and community corrections facilities) on an initiative that encourages policy-driven approaches to treating offenders with mental illnesses.

■ In FY04, NIC expanded the knowledge base on managing special populations by adding five documents to the prison classification series: *Developing Gender-Specific Classification Instruments for Women Offenders*; *Prisoner Intake Systems: Assessing Needs and Classifying Offenders*; *Classification of High-Risk and Special Management Prisoners: A National Assessment of Current Practices*; *Objective Prison Classification: A Guide for Correctional Agencies*; and *Enhancing Prison Classification Systems: The Emerging Role of Management Information Systems*. NIC also aired a three-hour broadcast, *Classification of High-Risk Offenders*, to address the needs of this population. Approximately

3,390 viewers at 133 locations viewed the broadcast.

■ Work continues under a cooperative agreement awarded by NIC's Community Corrections/Prisons Division to the University of Cincinnati to construct and validate gender-responsive risk and needs assessment tools and protocols for women offenders and pre-trial defendants. Ultimately, this work will support classification decisions in community and custody settings, including those made at pre-trial, jail intake, probation, prison, and parole stages.

■ In FY04, NIC provided training to five agencies and two professional organizations on Staff Sexual Misconduct with Inmates. Recipients included the New York City Department of Corrections and agencies in California, Indiana, and Mississippi. NIC also funded the development of a policy guide and training program to address this same type of misconduct in community supervision settings.

■ NIC continued to provide technical assistance to states considering new legislation (the Interstate Compact for Adult Offender Supervision) that provides statutory authority for regulating the transfer of adult parole and probation supervisees across state boundaries. To date, 49 states and Puerto Rico have enacted the new compact into law. In 2004, the Interstate Compact Commission invited NIC to participate in its annual meetings as an ex-officio member.

■ NIC continues to provide information about effective correctional practices to the National Conference of State Legislatures and the Council of State Governments at their annual meetings.

■ NIC's Community Corrections/Prisons Division continued to work with Georgia, Kansas, Rhode Island, and New Jersey through a cooperative agreement with the Center for Effective Public Policy on the "Policy Driven Responses to Parole Violations" initiative. The resulting publication, *Parole Violations Revisited: A Handbook on Strengthening Parole Practices for Public Safety and Successful Transition to the Community*, will be available in FY05.

■ NIC continued its "Transition From Prison to the Community Initiative" (TPCI) in partnership with Abt Associates, Inc. This provides support and technical assistance to participating jurisdictions (as of February 2004, Oregon, Missouri, Rhode Island, Michigan, North Dakota, Indiana, Georgia, and New York), including a reentry "weblog" moderated by Abt Associates.

■ In FY04, NIC continued its commitment to provide education on effective offender management in the community. In February, it aired a three-hour broadcast, *Implementing Effective Correctional Management of Offenders in the Community*, that was viewed by approximately 8,730 criminal justice professionals. In June, NIC conducted a training program, *Effective Interventions: The Role of the Administration*, that focused

on whether the intended outcomes of managing offenders in the community are consistent with evidence-based practices. It also published four documents in FY04 regarding evidence-based practices.

■ During FY04, NIC's Office of Correctional Job Training and Placement (OCJTP) provided Offender Workforce Development Specialist (OWDS) training to 59 corrections professionals. This increased the skill level of offender workforce practitioners and provided instruction enabling participants to train other offender employment service providers.

■ NIC continued to work with tribal officials in the planning, design, construction, and transition to new detention facilities built on tribal lands. Assistance included site visits to 23 tribes to help with various design issues, participation in various informational and training meetings, and development of materials to help tribal leaders make planning decisions.

■ NIC continued its "Children of Prisoners" initiative in FY04. This cooperative agreement, which ended in September 2004, established the Federal Resource Center for Children of Prisoners (operated by the Child Welfare League of America), to provide support and services to children of incarcerated parents.

■ BOP and NIC staff provided technical assistance site visits to the Ministry of Justice in Colombia and correctional systems of five U.S. commonwealths/territories, including American Samoa. Repre-

sentatives from 41 foreign countries received briefings and assistance from BOP and NIC personnel in the United States, and toured various Federal, state, and local institutions.

■ During FY04, the Bureau continued to maintain community relations boards (CRBs) at most of its institutions. CRBs provide support and facilitate communication between the facility and the local community, advancing public awareness and an understanding of issues at BOP institutions.

■ Several BOP institutions hosted and provided tours for Members of Congress, Federal judges, and a variety of other dignitaries, community leaders, and law enforcement officials.

■ During the FY, BOP institutions continued to involve state, local, and other Federal law enforcement agencies in joint training activities. These efforts are mutually-beneficial in that they enhance information flow, interagency coordination, and emergency preparedness.

■ During FY04, a number of BOP institutions hosted law enforcement seminars that brought together representatives from Federal, state, and local law enforcement and criminal justice agencies to discuss a variety of issues, such as institution and community security, emergency preparedness, and gang management.

■ Bureau staff continued to be involved in a variety of volunteer programs and

activities in the community. The Bureau also participated in the Connect America network, a partnership initiative of the Points of Light Foundation with more than 100 national organizations as affiliates. Staff supported and participated in activities of faith-based and community organizations, community-based crime prevention and drug intervention programs, and blood drives. Staff also served as mentors and tutors in public schools across the country, generously supported the Combined Federal Campaign, and collected donations (e.g., toiletries, food) for the homeless and others in need.

■ The Bureau's inmate volunteer programs include community service efforts conducted in cooperation with local organizations. Carefully-selected inmates speak to students, juvenile offenders, drug treatment program participants, and community group members to give them a first-hand understanding of the consequences of drug use and crime. Other inmate volunteer services included renovating dilapidated buildings; repairing bicycles; designing hats from scrap material for terminally-ill children; collecting tabs from soda cans for recycling and donation to a Ronald McDonald House; knitting and crocheting dolls and blankets for disadvantaged children or the elderly; and maintaining roadsides, parks, and other public grounds.

Counter-Terrorism

The BOP will provide for public safety and security by focusing on the

prevention, disruption, and response to terrorist activities.

■ The Bureau works closely with others in DOJ in the fight against terrorism. The BOP is responsible for the confinement of individuals who are detained for or convicted of terrorism-related offenses. The Bureau shares intelligence information with other DOJ components and relevant task forces to ensure a coordinated approach to dealing with terrorism. For example, the BOP closely tracks every inmate with known or suspected ties to terrorist organizations and monitors all their phone calls and correspondence. Intelligence regarding these inmates is both received from and provided to relevant task forces, Federal agencies, and state and local law enforcement.

■ The agency has intelligence staff detailed to both the Counterterrorism and Violent Crimes Major Offenders Centers at FBI headquarters, as well as to the National Drug Intelligence Center. In addition to identifying the activities of inmates coming into or already in BOP custody, intelligence officers maintain active relationships with the FBI's Joint Terrorism Task Forces throughout the country. The BOP is also a member of the National Joint Terrorism Task Force. These interagency collaborative efforts and intelligence sharing have yielded valuable information on gang activity and drug trafficking, as well as terrorism.

■ The BOP's crisis management training programs ("Executive Critical Incident Management" and "Critical Incident

Response") continued for both institution executive staff and crisis management team leaders (SORT, DCT, HNT, CST, and Captains). This included training specifically on the management of terrorists within a correctional environment.

■ Regional crisis management training was held in the Southeast Region in April 2004 at Fort McClellan, Alabama, in conjunction with the Department of Homeland Security (DHS). This was the first crisis management training held jointly by the Bureau and another department. About 300 Bureau staff and 200 DHS staff participated. The training covered a wide variety of topics and provided Bureau staff with the skills necessary to identify weapons of mass destruction and deal with mass casualties. Additionally, it provided an opportunity to learn the principles of triage and practice decontaminating persons.

In addition to classroom training, the scenarios used depictions of actual events that have occurred in the Bureau within the last 18 months. Advanced technology was used to simulate surveillance cameras and radio communications on institution grounds, providing direct information to the Command Center. Simulations made it possible for incident commanders to practice making informed decisions. Information learned is being incorporated into everyday institution operations.

Strategic Planning Objectives for FY 2005

Introduction

This section lists the national objectives that support the Bureau's mission and long-term strategic goals. Each office or facility within the Bureau (Central Office, regional offices, institutions, training centers, and community corrections offices) supports these national goals and objectives with their own action plans, steps, and performance measures.

Population Management

Objective 1.01

Complete construction and begin activation of seven new facilities which will add 8,000 beds to rated capacity. Successful completion of this objective directly supports the goal of working toward ultimately achieving an overall crowding level in the range of 30 percent by 2010.

Objective 1.02

Continue development of six new facilities for which construction is expected to be completed by FY 2007. This action will result in adding 6,784 beds in rated capacity, once facilities are activated. We will continue pursuing development of additional facility sites, consistent with our Long-Range Construction Plan. Successful completion of this objective directly supports the overall goal of reducing the BOP's systemwide crowding to a range of 30 percent by 2010.

Objective 1.03

Design and implement a 5-year evaluation of the cost effectiveness and operational success of the private prison operations at the Taft correctional facilities, a 3-year evaluation of the private medical services provided at the Beaumont facilities, and a 1-year study of the cost effectiveness and feasibility of private sector and governmental operation of prisons at all security levels, including a review of relevant literature and related legal issues.

Objective 1.05

Within budgetary resources, make maximum use of community corrections bed space, particularly by consistent placement of inmates from secure facilities, and use target utilization rates for institutions of at least the following:

Minimum: 85 percent
Low: 75 percent
Medium: 70 percent
High: 65 percent

Human Resource Management

Objective 2.01

Increase diversity at targeted BOP duty stations by developing and measuring recruitment and retention strategies.

Objective 2.02

Design and implement a recruitment strategy to staff hard-to-fill positions and a retention strategy for positions with high turnover rates.

Objective 2.03

Strengthen the Bureau's professional work environment to further eliminate all forms of harassment, discrimination, and workplace violence, with the eventual goal of obtaining a 25 percent reduction in the number of sustained complaints.

Objective 2.04

Implement strategies to provide optimal Human Resource (HR) and Employee Development (ED) service in a more efficient manner (i.e., reduce HR and ED staff numbers and improve the HR/ED-to-staff ratio) and implement the use of technology to further improve service to staff.

Objective 2.05

Develop an efficient training delivery system combining quality, technology, and cost effectiveness, thereby optimizing institution operations.

Objective 2.09

Enhance and develop training programs to foster positive communication between staff by reinforcing the Bureau's cultural anchors and core values and by promoting respect and sensitivity among staff.

Objective 2.10

Develop and enhance Labor Management Relations (LMR) in the Bureau of Prisons with improved training initiatives.

Security and Facility Management

Objective 3.01

Comprehensive management of an infection control program utilizing prevention, detection, and treatment infection control principles.

Objective 3.02

Increase the completion rate to 100 percent for all Life Safety recommendations (5,976) identified prior to FY 1993.

Objective 3.03

Maintain effective crisis management and intelligence programs that protect staff, inmates, and the public by preventing escapes and enhancing staff's ability to respond to institution emergencies.

Objective 3.04

Decrease toxic chemical use and hazardous waste generation.

Correctional Leadership and Effective Public Administration

Objective 4.01

The BOP will continue to focus on reducing costs by utilizing the most efficient and cost-effective methods to perform every task. This will be accomplished by reducing costs and ensuring good resource management for all functions and programs. We will be able to accomplish this through continued emphasis on financial planning, analyzing workload and staffing requirements, using consolidated and shared services, increasing the use of technology, and refining the processes of the BOP.

Objective 4.05

Reduce the average time it takes to issue policy to 5 months for changes that do not require rules and 11 months for changes that do require rules.

Objective 4.07

Minimize the number of annual work-related injuries and subsequent costs. Through continued safety training, investigation of injuries and management of work-related injury cases, it is expected that the BOP injury rates will not increase.

Objective 4.08

Ensure information is protected and controlled through education and compliance with applicable security regulations and policy.

Objective 4.09

The BOP will strive to maintain the highest standards of employee conduct. Through ongoing analysis of sustained misconduct, various groups of staff will be targeted for preventative training to heighten awareness and develop strategies for reducing misconduct.

Objective 4.10

Eliminate the introduction of drugs and drug paraphernalia into institutions through the use of programs, technology, administrative, and legal sanctions.

Objective 4.11

Support and protect all rights and interests of crime victims/witnesses in the community, including correctional staff and their families. Provide victims/witnesses with information regarding general correctional procedures and the victim/witness program policies.

Inmate Programs and Services

Objective 5.01

Provide productive work, education, occupational training, and recreational

activities which prepare inmates for employment opportunities and a successful reintegration upon release, and which have a clear correctional management purpose which minimizes inmate idleness. Increase the participation of inmates in community service to foster good community relations and decrease inmate idleness.

Objective 5.02

Design, implement, and evaluate a comprehensive Sex Offender Management Program (SOMP) to increase institution security and decrease recidivism of sex offenders upon release from prison.

Objective 5.03

Provide offenders with the necessary skills to succeed upon release to the community.

Objective 5.04

Provide health care in the BOP that incorporates continued restructuring and the following reengineering initiatives: access to care, primary care provider teams (PCPTs), scope of services (clinical treatment guidelines), and user fees. Other Health Services reengineering objectives are incorporated in other BOP objectives.

Objective 5.05

Provide residential drug abuse treatment for all inmates with a substance use disorder (as defined by the Bureau) who volunteer for treatment, and encourage

treatment participation. Provide program completers (who are otherwise eligible) with quality drug abuse treatment when transferred to a community corrections center (CCC).

Objective 5.07

Ensure all BOP facilities housing female offenders offer programs which effectively meet the physical, social, educational, and psychological needs of the population.

Objective 5.09

Develop a comprehensive system to address the needs of mentally ill inmates. This system includes identification, diagnosis, treatment, and stabilization; stratification of levels of care; and mainstreaming of appropriate inmates within the institutions and their community.

Objective 5.10

Ensure reasonable accommodations exist for all recognized faith groups.

Objective 5.11

Prevent inmates from engaging in organized gang/group activities or continuing criminal activity during incarceration through an emphasis on training, intelligence gathering, and sanctions (identification, detection, and deterrence).

Objective 5.12

Develop a multifaceted approach that incapacitates inmate gang leaders in the BOP and reduces the negative influence of violent, predatory, and gang-affiliated populations in Bureau institutions. The strategy will include program opportunities for disruptive, violent, and gang-affiliated populations that reduce violent, predatory behavior by emphasizing prosocial values and self-discipline.

Objective 5.15

Provide inmate health care through a mission-specific health care system. Inmate health care Bureauwide will be enhanced by matching inmate medical and mental health needs to institutions which put to best use their in-house and community resources.

Objective 5.16

Design, implement, and evaluate quality, cost-effective correctional behavior management and treatment programs for inmates that effect positive change, improve mental health, and assist offender reentry into the community.

Objective 5.17

Implement an electronic medical record (EMR) system which incorporates all medical, psychiatric, psychological, and disability information about individual inmates. The EMR will incorporate information currently maintained separately in paper medical records, the Psychology Data System (PDS), the Correctional

.....

Institution Pharmacy System (CIPS), and the SENTRY SMD/MDS database.

Objective 5.18

Establish and implement a telehealth network in the BOP that will provide the necessary telecommunications infrastructure, equipment, and training to all BOP institutions.

Building Partnerships

Objective 6.01

Recognizing the cost and scarcity of prison capacity as a resource, the BOP will attempt to learn, as early as possible, about Federal law enforcement initiatives in order to estimate their impact on the Federal prison population. Additionally, the Bureau will provide its law enforcement partners (the Judiciary, the Sentencing Commission, and Congress) information about the prospective impact on prison resources of law enforcement and legislative initiatives.

Objective 6.02

Engage community resources in the reintegration of offenders into the community through expansion of current institution volunteer programs, as well as draw upon new, nontraditional services.

Objective 6.04

The Federal Bureau of Prisons and the National Institute of Corrections will work

to build effective partnerships and linkages with Federal, state, and local criminal justice and correctional agencies and organizations; to advance and shape effective correctional practice and public policy that respond to the needs of corrections through collaboration and leadership, and by providing assistance, information, and training.

Counter-Terrorism

Objective 7.01

The BOP will identify and appropriately manage inmates and detainees with a history of international terrorist activities and ties to radical groups.

Objective 7.02

Effectively assess the vulnerability and security of identified institutions in order to deter, prepare for, and mitigate internal and external terrorist threats.

Objective 7.03

The detection, deterrence, and response to terrorist acts continue to play a pertinent role in the Annual Training curricula lesson plans. For FY 2005, "Managing Inmates During National Security Emergencies" and "Use of Race" have been added to the Annual Training curricula. All Bureau of Prisons staff will receive training at the national and local levels.

Objective 7.04

Develop a national plan for the deployment of clinical, logistical, and administrative support to local Health Services Units in the event of either man-made or natural catastrophic-level disasters.

Bureau of Prisons Offices

While the primary business of the Bureau of Prisons is operating correctional facilities, certain administrative, policy development, training, technical assistance, and program review functions are carried out by the Central Office, six regional offices, and the BOP's training centers.

Central Office

The headquarters, or Central Office, of the Bureau of Prisons is located at 320 First Street, NW, Washington, DC 20534. The Central Office is divided into eight divisions and the National Institute of Corrections.

The **Administration Division** develops and administers the Bureau's budget, oversees financial management, and is responsible for the Bureau's capacity planning initiatives, site selection activities, construction and acquisition of new Bureau institutions, and facilities management programs.

The **Correctional Programs Division** (CPD) develops activities and programs designed to appropriately classify inmates, eliminate inmate idleness, and develop the skills necessary to facilitate the successful reintegration of inmates into their communities upon release. Programs include psychology and religious services, drug abuse treatment, programs for special needs offenders and females, and case management. The Division also provides national policy direction and daily operational oversight of institution

correctional services, intelligence gathering, the management of inmates placed in the Federal Witness Security Program, inmate transportation, receiving and discharge and inmate sentence computations, emergency preparedness, inmate discipline, and the coordination of treaty transfer of inmates with other countries. The Division coordinates the agency's Victim/Witness Program and ensures the collection of court-ordered obligations through the Inmate Financial Responsibility Program. CPD also has responsibility for a variety of functions in the areas of contract community corrections centers, community corrections field offices, federally-sentenced juveniles, community-based drug treatment, liaison with the U.S. Marshals Service and Immigration and Customs Enforcement, and secure privatized prisons. Division staff are responsible for direct oversight of field staff who monitor contract compliance and coordinate the Bureau's privatization management efforts.

The **Health Services Division** manages the health care programs of the Bureau and ensures that Federal inmates receive essential medical, dental, and psychiatric services. The Division is also responsible for the Bureau's safety, environmental, and food services programs.

The **Human Resource Management Division** is responsible for recruitment, selection, training, and development of Bureau staff, as well as employee pay and position management, security and background investigations, labor/management relations, diversity management, and equal employment opportunity services.

The **Industries, Education, and Vocational Training Division** oversees Federal Prison Industries, also known by its trade name UNICOR. UNICOR is a wholly-owned Government corporation that provides employment and training opportunities for inmates confined in Federal correctional facilities. The Division also has managerial oversight of the Bureau's education, recreation, and vocational training programs; and of the inmate transition programs.

The **Information, Policy, and Public Affairs Division** is responsible for the management and security of the Bureau's information resources (including SENTRY, BOPNet, Sallyport, and the Bureau's intra- and internet sites), research and evaluation programs, security technology programs, public affairs, legislative affairs, and policy management.

The **Office of General Counsel** provides legal advice, assistance, and representation to Bureau officials in the areas of legislative and correctional issues, commercial law, inmate administrative complaints and litigation, ethics issues, equal employment opportunity law, Freedom of Information Act and Privacy Act issues, labor law, and real estate and environmental law.

The **Program Review Division** provides oversight of BOP program performance through the development of strategic planning initiatives and through the administration of program reviews that measure program performance; assess the strength of internal control systems; and evaluate compliance with laws, regulations, and standards. The division

coordinates the Bureau's response to audits conducted by the U.S. General Accounting Office (GAO) and the Office of the Inspector General (OIG), as well as the American Correctional Association's accreditation of Bureau institutions.

The **National Institute of Corrections** (NIC) provides technical assistance, training, and information to state and local correctional agencies throughout the country. NIC has six divisions or offices (Jails, Prisons, Community Corrections, Academy, Special Projects, and the Office of Correctional Job Training and Placement), and it operates a clearinghouse known as the NIC Information Center. NIC provides training to state and local correctional personnel and to Bureau employees at its Academy in Longmont, Colorado.

NIC Headquarters

Prison Division/Community

Corrections Division/Special Projects/ Office of Correctional Job Training and Placement

320 First Street, NW
Washington, DC 20534
800-995-6423 Fax: 202-307-3361

NIC Jails Division/Academy

1960 Industrial Circle
Longmont, Colorado 80501
800-995-6429 Fax: 303-682-0469

NIC Information Center

1860 Industrial Circle, Suite A
Longmont, Colorado 80501
800-877-1461 Fax: 303-682-0558

Regional Offices

The Bureau of Prisons has six regional offices, which directly oversee the operations of the facilities within their respective regions of the country.

Staff in the regional offices include a regional director and deputy regional director, as well as administrators in such areas as human resource management, education, health services, financial management, unit/case management, correctional services, inmate discipline, psychology services, chaplaincy services, facilities development and operations, legal services, computer services, inmate systems, safety, food service, and community corrections. The staff maintain close contact with institution staff in all facets of Bureau operations.

Regional office staff provide management and technical assistance to institution and community corrections personnel. They conduct specialized training programs, give technical assistance to state and local criminal justice agencies, and contract with community agencies to provide offender placement in community corrections centers.

Mid-Atlantic Regional Office

10010 Junction Drive, Suite 100-N
Annapolis Junction, Maryland 20701
301-317-3100 Fax: 301-317-3119

North Central Regional Office

Gateway Complex Tower II, 8th Floor
4th and State Avenue
Kansas City, Kansas 66101-2492
913-621-3939 Fax: 913-551-1130

Northeast Regional Office

U.S. Custom House, 7th Floor
2nd and Chestnut Streets
Philadelphia, Pennsylvania 19106
215-521-7300 Fax: 215-597-1893

South Central Regional Office

4211 Cedar Springs Road
Dallas, Texas 75219
214-224-3389 Fax: 214-224-3420

Southeast Regional Office

3800 Camp Creek Parkway, SW
Building 2000
Atlanta, Georgia 30331-6226
678-686-1200 Fax: 678-686-1229

Western Regional Office

7950 Dublin Boulevard, 3rd Floor
Dublin, California 94568
925-803-4700 Fax: 925-803-4802

Staff Training Centers

Training is an integral part of Bureau of Prisons employee development. Introductory training is conducted at the Bureau's Staff Training Academy in Glynnco, Georgia. Specialized professional training is conducted at the Management and Specialty Training Center in Aurora, Colorado.

Staff Training Academy

Federal Law Enforcement Training Center
Building 21
Glynnco, Georgia 31524
912-267-2711 Fax: 912-267-2983

Management and Specialty Training Center

791 Chambers Road
Aurora, Colorado 80011
303-340-7800 Fax: 303-340-7968

Bureau of Prisons Facilities

This section provides a brief profile of each Bureau institution as of September 30, 2004.

Security Level

The Bureau operates institutions of five different security levels in order to confine offenders in an appropriate manner. Security levels are based on such features as the presence of external patrols, towers, security barriers, or detection devices; the type of housing within the institution; internal security features; and the staff-to-inmate ratio. Each facility is designated as either minimum, low, medium, high, or administrative.

Minimum Security

Minimum security institutions, also known as Federal Prison Camps (FPCs), have dormitory housing, a relatively low staff-to-inmate ratio, and limited or no perimeter fencing. These institutions are work- and program-oriented, and many are located adjacent to larger institutions or on military bases, where inmates help serve the labor needs of the larger institution or the base.

Low Security

Low security Federal Correctional Institutions (FCIs) have double-fenced perimeters, mostly dormitory or cubicle housing, and strong work and program components. The staff-to-inmate ratio in these institutions is higher than in minimum security facilities.

Medium Security

Medium security FCIs have strengthened perimeters (often double fences with electronic detection systems), mostly cell-type housing, a wide variety of work and treatment programs, an even higher staff-

to-inmate ratio than low security FCIs, and even greater internal controls.

High Security

High security institutions, also known as United States Penitentiaries (USPs), have highly-secured perimeters (featuring walls or reinforced fences), multiple- and single-occupant cell housing, the highest staff-to-inmate ratio, and close control of inmate movement.

Administrative

Administrative facilities are institutions with special missions, such as the detention of pretrial offenders; the treatment of inmates with serious or chronic medical problems; or the containment of extremely dangerous, violent, or escape-prone inmates. Administrative facilities include Metropolitan Correctional Centers (MCCs), Metropolitan Detention Centers (MDCs), Federal Detention Centers (FDCs), and Federal Medical Centers (FMCs), as well as the Federal Transfer Center (FTC), the Medical Center for Federal Prisoners (MCFP), and the Administrative-Maximum (ADX) U.S. Penitentiary. Administrative facilities are capable of holding inmates in all security categories.

Correctional Complexes

The Bureau operates several Federal Correctional Complexes (FCCs). At FCCs, institutions with different missions and security levels are located in close proximity to one another. FCCs increase efficiency through the sharing of services, enable staff to gain experience at institutions of many security levels, and enhance emergency preparedness by having additional resources within close proximity.

Satellite Camps

A number of BOP institutions have a small, minimum security camp adjacent to the main facility. These camps, often referred to as satellite camps, provide inmate labor to the main institution and to off-site work programs. FCI Memphis has a non-adjacent camp that serves similar needs.

Satellite Low Security Facilities

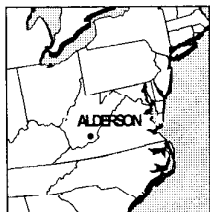
FCI Elkton and FCI Jesup each have a small low security satellite facility adjacent to the main institution. FCI La Tuna has a low security facility affiliated with, but not adjacent to, the main institution.

Population

Population refers to the total number of inmates housed at the institution as of September 30, 2004.

Staff

Staff refers to the number of staff employed as of September 30, 2004. For FCCs, only the total number of staff for the entire Complex is provided with no breakdown by institution.



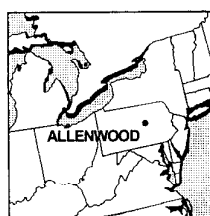
FPC Alderson

P.O. Box A
Glen Ray Road
Alderson, West Virginia
24910
304-445-2901
Fax: 304-445-7736
Mid-Atlantic Region

Security level: Minimum/Female
Judicial District: Southern
West Virginia

Population: 1,040
Staff: 168

Location: In the foothills of the Allegheny Mountains, 270 miles southwest of Washington, DC, 12 miles south of Inter-state 64, off State Highway 3. The area is served by airports in Lewisburg and Beckley, as well as Roanoke, Virginia. It is also served by Amtrak and commercial bus lines.



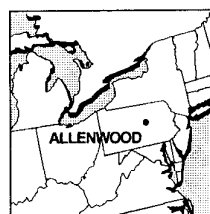
FCI Allenwood (Low)

P.O. Box 1500
White Deer,
Pennsylvania 17887
570-547-1990
Fax: 570-547-0342
Northeast Region

Security level: Low/Male
Judicial District: Middle
Pennsylvania

Population: 1,387
Staff: 232

Location: 197 miles north of Washington, DC, and 11 miles south of Williamsport, Pennsylvania, 2 miles north of Allenwood, on U.S. Route 15. The area is served by the Williamsport-Lycoming County Airport and commercial bus lines.



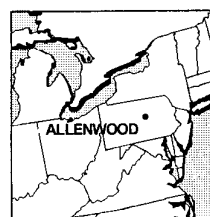
FCI Allenwood (Medium)

P.O. Box 2500
White Deer,
Pennsylvania 17887
570-547-7950
Fax: 570-547-7751
Northeast Region

Security level: Medium/Male
Judicial District: Middle
Pennsylvania

Population: 1,425
Staff: 294

Location: See FCI Allenwood (Low).



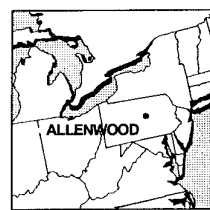
FPC Allenwood

P.O. Box 1000
1049 Allenwood Camp Lane
Montgomery,
Pennsylvania 17752
570-547-1641
Fax: 570-547-7687
Northeast Region

Security level: Minimum/Male
Judicial District: Middle
Pennsylvania

Population: 235
Staff: 45

Location: 200 miles north of Washington, DC, and 7 miles south of Williamsport, Pennsylvania. The area is served by the Williamsport-Lycoming County Airport and commercial bus lines.



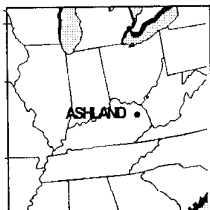
USP Allenwood

P.O. Box 3500
White Deer,
Pennsylvania 17887
570-547-0963
Fax: 570-547-9201
Northeast Region

Security level: High/Male
Judicial District: Middle
Pennsylvania

Population: 1,136
Staff: 355

Location: See FCI Allenwood (Low).



FCI Ashland

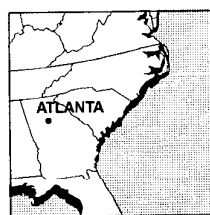
P.O. Box 888
State Route 716
Ashland, Kentucky
41105-0888
606-928-6414
Fax: 606-928-1854

Mid-Atlantic Region

Security Level: Low/Male
(adjacent Minimum/Male Camp)
Judicial District: Eastern
Kentucky

Population: FCI: 1,190 Camp: 294
Staff: 299

Location: In the highlands of northeastern Kentucky, 125 miles east of Lexington and 5 miles southwest of the city of Ashland. Off State Route 716, 1 mile west of U.S. 60.



USP Atlanta

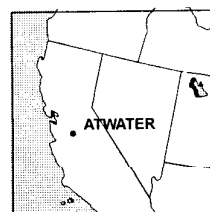
601 McDonough Blvd., SE.
Atlanta, Georgia 30315-0182
404-635-5100
Fax: 404-331-2137

Southeast Region

Security Level: High/Administrative/Male (adjacent Minimum/Male Camp)
Judicial District: Northern Georgia

Population: USP: 2,094 Camp: 494
Staff: 654

Location: In southeast Atlanta, at the junction of Boulevard and McDonough Boulevard. Off Interstate 20 (south on Boulevard) or Interstate 285 (north on Moreland Ave, left on McDonough Blvd.). The area is served by the Hartsfield International Airport, Amtrak, and commercial bus lines.



USP Atwater

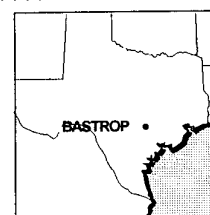
P.O. Box 019000
#1 Federal Highway
Atwater, California 95301
209-386-4620
Fax: 209-386-4665

Western Region

Security level: High/Male
(adjacent Minimum Male Camp)
Judicial District: Eastern California

Population: USP: 1,513 Camp: 131
Staff: 356

Location: On a portion of the former Castle Air Force Base. Approximately 130 miles from San Francisco. The area is served by Fresno Yosemite International Airport, Sacramento International Airport, Modesto City/County Airport (Harry Sham Field), Amtrak, and commercial bus lines.



FCI Bastrop

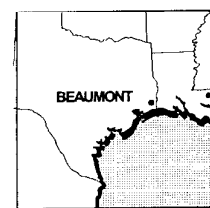
Box 730
1341 Highway 95 North
Bastrop, Texas 78602
512-321-3903
Fax: 512-304-0117

South Central Region

Security Level: Low/Male (adjacent Minimum/Male Camp)
Judicial District: Western Texas

Population: FCI: 1,312 Camp: 163
Staff: 253

Location: 30 miles southeast of Austin, 8 miles south of Elgin, and 8 miles north of Bastrop. Off Highway 95. The area is served by the Austin-Bergstrom International Airport in Austin (25 miles from the facility).



FCC Beaumont (Administrative)

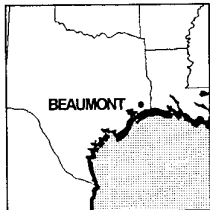
5430 Knauth Road
Beaumont, Texas 77720
409-727-8187
Fax: 409-626-3401

South Central Region

FCC Beaumont's administrative facility provides various administrative services to the Beaumont Complex.

FCC Staff: 885

Location: On the Texas Gulf coast, about 90 minutes from Houston. From U.S. 10, take Route 69 and exit at Florida Avenue. Turn right on West Port Arthur Road and right on Knauth Road. The area is served by the Southeast Texas Regional Airport, Amtrak, and commercial bus lines.



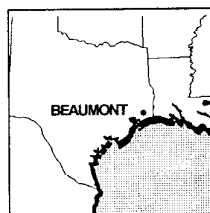
FCI Beaumont (Low)

5560 Knauth Road
Beaumont, Texas 77720
409-727-8172
Fax: 409-626-3500
South Central Region

Security Level: Low/Male
(adjacent Minimum/Male Camp)
Judicial District: Eastern Texas

Location: See FCC Beaumont
(Administrative).

Population: FCI: 1892 Camp: 518
FCC Staff: See FCC Beaumont
(Administrative).



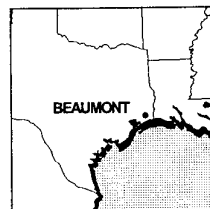
FCI Beaumont (Medium)

5830 Knauth Road
Beaumont, Texas 77720
409-727-0101
Fax: 409-720-5000
South Central Region

Security Level: Medium/Male
Judicial District: Eastern Texas

Location: See FCC Beaumont
(Administrative).

Population: 1,833
FCC Staff: See FCC Beaumont
(Administrative).



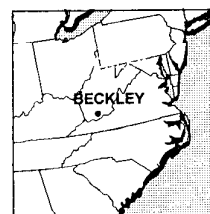
USP Beaumont

6200 Knauth Road
Beaumont, Texas 77720
409-727-8188
Fax: 409-626-3700
South Central Region

Security Level: High/Male
Judicial District: Eastern Texas

Location: See FCC Beaumont
(Administrative).

Population: USP: 1,468
FCC Staff: See FCC Beaumont
(Administrative).



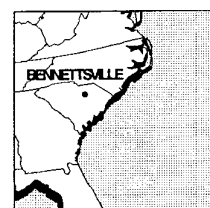
FCI Beckley

P.O. Box 1280
Beaver, West Virginia
25813
304-252-9758
Fax: 304-256-4956
Mid-Atlantic Region

Security Level: Medium/Male
(adjacent Minimum/Male Camp)
Judicial District: Southern
West Virginia

Location: Approximately 51 miles southeast of Charleston, West Virginia; and 136 miles northwest of Roanoke, Virginia. The institution's street address is 1600 Industrial Park Road. The area is served by airports in Charleston and Beckley, Amtrak, and commercial bus lines.

Population: FCI: 1,824 Camp: 389
Staff: 359



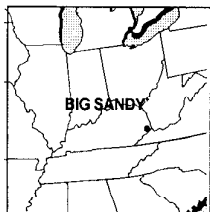
FCI Bennettsville

P.O. Box 52020
Bennettsville, South Carolina
29512
843-454-8200
Fax: 843-454-8219
Southeast Region

Security Level: Medium/Male
(adjacent Minimum/Male Camp)
Judicial District: South Carolina

Location: In Marlboro County (off Highway 9) 86 miles from Myrtle Beach. This area is served by Florence Regional Airport (31 miles) and Douglass International in Charlotte, North Carolina (89 miles).

Population: FCI: 0 Camp: 46
Staff: 23



FCI Big Sandy

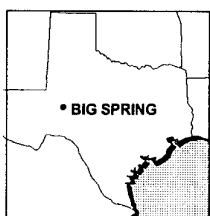
P.O. Box 2068
Inez, Kentucky
41224
606-433-2400
Fax: 606-433-2577

Mid-Atlantic Region

Security Level: High/Male
(adjacent Minimum/Male Camp)
Judicial District: Eastern
Kentucky

Population: FCI: 950 Camp: 126
Staff: 428

Location: In Eastern Kentucky, located 11 miles south of Inez on Rt. 3 South, 18 miles north of Paintsville, and 15 miles northeast of Prestonburg. The area is served by airports in Huntington, West Virginia; Lexington, Kentucky; and Charleston, West Virginia.



FCI Big Spring

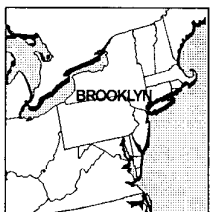
1900 Simler Avenue
Big Spring, Texas
79720-7799
915-263-6699
Fax: 915-268-6860

South Central Region

Security Level: Low/Male
(adjacent Minimum/Male Camp)
Judicial District: Northern Texas

Population: FCI: 1,632 Camp: 146
Staff: 261

Location: Midway between Dallas and El Paso, on the southwest edge of Big Spring. At the intersection of Interstate 20 and U.S. Highway 80. The area is served by Midland/Odessa Airport, a small municipal airport, and commercial bus lines.



MDC Brooklyn

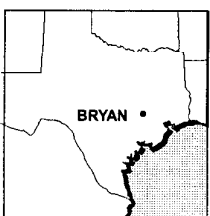
80 29th Street
Brooklyn, New York 11232
Phone: 718-840-4200
Fax: 718-840-5005

Northeast Region

Security level: Administrative/
Male/Female
Judicial District: Eastern
New York

Population: 2,614
Staff: 511

Location: In the Sunset Park section of Brooklyn, one of the five boroughs of New York City. The area is served by LaGuardia, Kennedy, and Newark Airports; Amtrak (Pennsylvania Station); and commercial bus lines (42nd Street Port Authority).



FPC Bryan

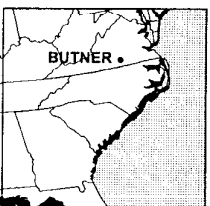
P.O. Box 2197
1100 Ursuline
Bryan, Texas 77805-2197
979-823-1879
Fax: 979-775-5681

South Central Region

Security level: Minimum/Female
Judicial District: Southern Texas

Population: FPC: 955
Staff: 147

Location: 95 miles northwest of Houston and 165 miles south of Dallas. In the town of Bryan at the intersection of Ursuline Avenue and 23d Street. The area is served by Easterwood Airport in College Station, as well as by commercial bus lines.



FCI Butner (Low)

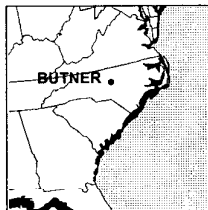
P.O. Box 999
Butner, North Carolina
27509
919-575-5000
Fax: 919-575-5023

Mid-Atlantic Region

Security level: Low/Male
Judicial District: Eastern
North Carolina

Population: 1,440
FCC Staff: 1,004

Location: Near the Research Triangle area of Durham, Raleigh, and Chapel Hill, 5 miles off Interstate 85 on old Highway 75. The area is served by the Raleigh-Durham Airport, Amtrak, and commercial bus lines.



FCI Butner (Medium)

P.O. Box 1000
Butner, North Carolina
27509

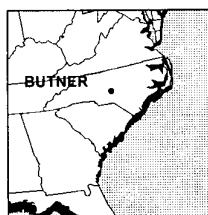
919-575-4541
Fax: 919-575-6341

Mid-Atlantic Region

Security level: Medium/Adminis-
trative/Male
(adjacent Minimum/Male Camp)
Judicial District: Eastern
North Carolina

Population: FCI: 825 Camp: 324
FCC Staff: See FCI Butner (Low).

Location: see FCI Butner (Low).



FMC Butner

P.O. Box 1500
Butner, North Carolina
27509

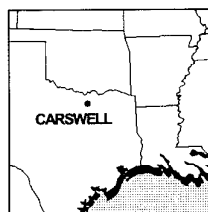
919-575-3900
Fax: 919-575-4801

Mid-Atlantic Region

Security level: Administrative/
Male
Judicial District: Eastern
North Carolina

Population: 854
FCC Staff: See FCI Butner (Low).

Location: see FCI Butner (Low).



FMC Carswell

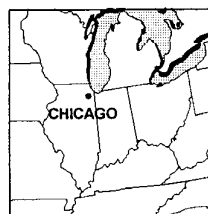
P.O. Box 27066
"J" Street, Building 3000
Fort Worth, Texas 76127
817-782-4000
Fax: 817-782-4875

South Central Region

Security level: Administrative/
Female (adjacent Minimum/
Female Camp)
Judicial District: Northern Texas

Population: FMC: 1,142 Camp: 255
Staff: 420

Location: In the northeast corner
of the Naval Air Station, Joint
Reserve Base, 1 mile from
Highway 183 and 3 miles from
Interstate 30. The area is served
by Dallas-Fort Worth Airport,
the Fort Worth Transportation
Authority, Amtrak, and commer-
cial bus lines.



MCC Chicago

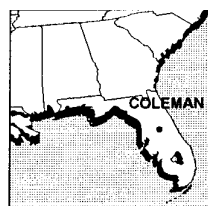
71 West Van Buren
Chicago, Illinois 60605
312-322-0567
Fax: 312-322-1120

North Central Region

Security level: Administrative/
Male/Female
Judicial District: Northern Illinois

Population: 720
Staff: 218

Location: In downtown
Chicago, at the intersection of
Clark and Van Buren Streets.
The area is served by Midway
and O'Hare Airports, Amtrak,
and commercial bus lines.



FCC Coleman (Administrative)

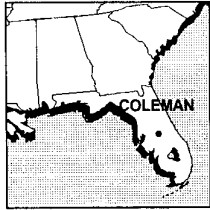
846 NE. 54th Terrace
Coleman, Florida
33521-1029
352-689-5000
Fax: 352-689-3013

Southeast Region

FCC Coleman's administrative
facility provides various
administrative services to the
Coleman Complex.

FCC Staff: 984

Location: In central Florida,
approximately 50 miles north-
west of Orlando, 60 miles
northeast of Tampa, and 35 miles
south of Ocala. The Complex is
located south of the town of
Coleman, off Highway 301 on
State Road 470 in Sumter
County.



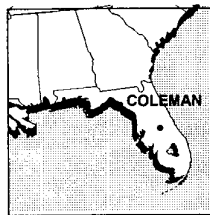
FCI Coleman (Low)

846 NE. 54th Terrace
Coleman, Florida
33521-1021
352-689-4000
Fax: 352-330-0259
Southeast Region

Security level: Low/Male
Judicial District: Middle Florida

Location: see FCC Coleman
(Administrative).

Population: 2,339
FCC Staff: See FCC Coleman
(Administrative).



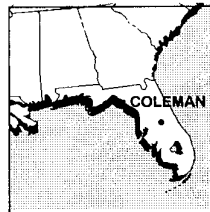
FCI Coleman (Medium)

846 N.E. 54th Terrace
P.O. Box 1022
Coleman, Florida
33521-1022
352-689-5000
Fax: 352-330-0552
Southeast Region

Security level: Medium/Male
(adjacent Minimum/Female
Camp)
Judicial District: Middle Florida

Location: see FCC Coleman
(Administrative).

Population: FCI: 1,779 Camp: 756
FCC Staff: See FCC Coleman
(Administrative).



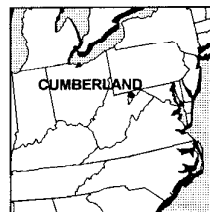
USP Coleman

846 NE. 54th Terrace
Coleman, Florida 33521-1023
352-689-6000
Fax: 352-689-6012
Southeast Region

Security level: High/Male
Judicial District: Middle Florida

Location: see FCC Coleman
(Administrative).

Population: 1,624
FCC Staff: See FCC Coleman
(Administrative).



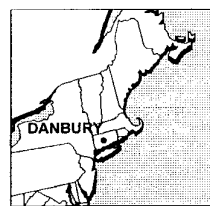
FCI Cumberland

14601 Burbridge Road, SE.
Cumberland, Maryland
21502-8274
301-784-1000
Fax: 301-784-1008
Mid-Atlantic Region

Security level: Medium/Male
(adjacent Minimum/Male Camp)
Judicial District: Maryland

Location: In western Maryland,
130 miles northwest of Wash-
ington, DC, 6 miles south of
Interstate 68, off State Route 51
South. The area is served by
the Cumberland regional airport,
Amtrak, and commercial bus
lines.

Population: FCI: 1,183 Camp: 289
Staff: 288



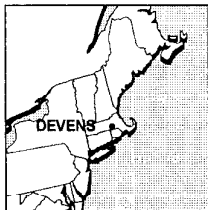
FCI Danbury

Route 37
33 1/2 Pembroke Road
Danbury, Connecticut
06811-3099
203-743-6471
Fax: 203-312-5110
Northeast Region

Security level: Low/Female
(adjacent Minimum/Female
Camp)
Judicial District: Connecticut

Location: In southwestern
Connecticut, 70 miles from New
York City, 3 miles north of
Danbury on State Route 37. The
area is served by Westchester
County Airport (45 minutes
away), New York City airports
(90 minutes away), and
commercial bus lines.

Population: FCI: 1,157 Camp: 180
Staff: 249



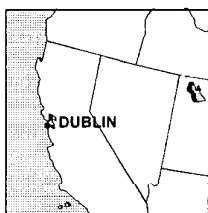
FMC Devens

P.O. Box 880
Ayer, Massachusetts 01432
978-796-1000
Fax: 978-796-1118
Northeast Region

Security level: Administrative/
Male (adjacent Minimum/Male
Camp)
Judicial District: Massachusetts

Population: FMC: 1,129 Camp: 128
Staff: 457

Location: In north central
Massachusetts, approximately
39 miles west of Boston and 20
miles north of Worcester on the
decommissioned military base of
Fort Devens. Off of Route 2, exit
37B. Take the first right, and the
the institution is 1/2 mile on the
right.



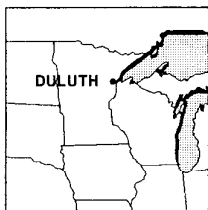
FCI Dublin

5701 8th Street, Camp Parks
Dublin, California 94568
925-833-7500
Fax: 925-833-7555
Western Region

Security level: Low/Female and
Administrative/Male (adjacent
Minimum/Female Camp)
Judicial District: Northern
California

Population: FCI: 1,147 Camp: 272
Staff: 263

Location: 20 miles southeast of
Oakland. Off Interstate 580
(Hopyard/Dougherty Road exit,
proceed east to the Camp Parks
Army Base). The area is served
by the San Francisco and
Oakland airports and by
commercial bus lines.



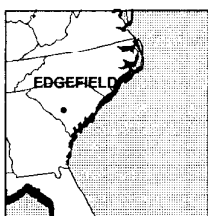
FPC Duluth

6902 Airport Road
P.O. Box 1400
Duluth, Minnesota 55814
218-722-8634
Fax: 218-733-4701
North Central Region

Security level: Minimum/Male
Judicial District: Minnesota

Population: 874
Staff: 96

Location: On the southwestern
tip of Lake Superior, halfway
between Minneapolis-St. Paul
and the U.S.-Canadian border,
7 miles north of Duluth, off
Highway 53 at Stebner Road.
The area is served by Duluth
International Airport and
commerial bus lines.



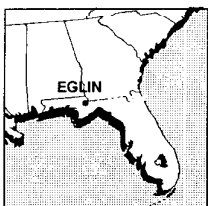
FCI Edgefield

501 Gary Hill Road
P.O. Box 723
Edgefield, South Carolina
29824
803-637-1500
Fax: 803-637-9840
Southeast Region

Security level: Medium/Male
(adjacent Minimum/Male Camp)
Judicial District: South Carolina

Population: FCI: 1,774 Camp: 495
Staff: 356

Location: On the border of South
Carolina and Georgia, northeast
of Augusta. The FCI is located
approximately 30 miles northeast
of I-20, on Highway 25. The area
is served by airports in Augusta,
Georgia, and Columbia, South
Carolina.



FPC Eglin

P.O. Box 600
Eglin AFB, Florida 32542-7606
850-882-8522
Fax: 850-729-8190
Southeast Region

Security level: Minimum/Male
Judicial District: Northern Florida

Population: 275
Staff: 123

Location: In the Florida pan-
handle, 65 miles east of
Pensacola, on Eglin Air Force
Base. The area is served by
Okaloosa County Air Terminal,
Pensacola Regional Airport, and
commerial bus lines.



FCI El Reno

P.O. Box 1000
Highway 66 West
El Reno, Oklahoma
73036-1000
405-262-4875
Fax: 405-262-6266

South Central Region

Security level: Medium/Male
(adjacent Minimum/Male Camp)
Judicial District: Western
Oklahoma

Population: FCI: 1372 Camp: 231
Staff: 337

Location: 30 miles west of
Oklahoma City. From Interstate
40, take exit 119 (Old Highway
66). Proceed 1.5 miles to the
institution on the right. The
area is served by Will Rogers
World Airport in Oklahoma City.



FCI Elkton

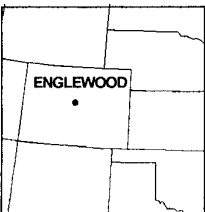
8730 Scroggs Road
P.O. Box 89
Elkton, Ohio 44415
330-424-7448
Fax: 330-424-7075

Northeast Region

Security level: Low/Male
(satellite Low/Male Facility)
Judicial District: Northern Ohio

Population: FCI: 1,899 FSL: 568
Staff: 336

Location: In Northeastern Ohio,
less than an hour from Pitts-
burgh, Youngstown, and
Canton. The area is served by
the international airport in
Pittsburgh and regional airports
in Youngstown and Canton,
Amtrak, and commercial bus
lines.



FCI Englewood

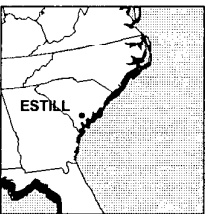
9595 West Quincy Avenue
Littleton, Colorado 80123
303-985-1566
Fax: 303-763-2553

North Central Region

Security level: Medium/Adminis-
trative/Male (adjacent Minimum/
Male Camp)
Judicial District: Colorado

Population: FCI: 919 Camp: 112
Staff: 312

Location: 15 miles southwest of
Denver, off Interstate 285. The
area is served by the Denver
International Airport, Amtrak,
and commercial bus lines.



FCI Estill

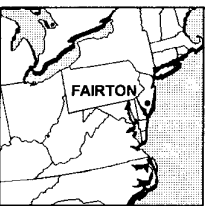
100 Prison Road
P.O. Box 699
Estill, South Carolina 29918
803-625-4607
Fax: 803-625-5635

Southeast Region

Security level: Medium/Male
(adjacent Minimum/Male Camp)
Judicial District: South Carolina

Population: FCI: 1,256 Camp: 261
Staff: 294

Location: In Hampton County,
off State Road 321, about 3
miles south of Estill. The area is
served by air and rail in
Savannah, Georgia, and
Charleston, South Carolina.



FCI Fairton

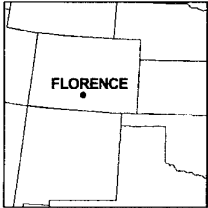
P.O. Box 280
Fairton, New Jersey 08320
856-453-1177
Fax: 856-453-4186

Northeast Region

Security level: Medium/Male
(adjacent Minimum/Male Camp)
Judicial District: New Jersey

Population: FCI: 1,390 Camp: 123
Staff: 330

Location: 50 miles southeast of
Philadelphia and 40 miles west
of Atlantic City. Off State
Highway 55, at 655 Fairton-
Millville Road. The area is
served by airports in Philadel-
phia, Atlantic City, and Millville;
Amtrak in Philadelphia and
Atlantic City; and commercial
bus service.



ADX Florence

P.O. Box 8500
Florence, Colorado 81226
719-784-9464
Fax: 719-784-5290
North Central Region

Security level: Administrative
Maximum/Male
Judicial District: Colorado

Population: 392
FCC Staff: 944

Location: On State Highway 67, 90 miles south of Denver, 45 miles south of Colorado Springs, and 40 miles west of Pueblo. The area is served by airports in Denver, Colorado Springs, and Pueblo; Amtrak in Denver and La Junta; and commercial bus lines.



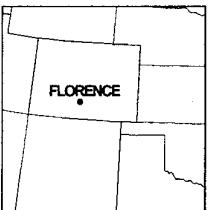
FCI Florence

P.O. Box 6500
Florence, Colorado 81226
719-784-9100
Fax: 719-784-9504
North Central Region

Security level: Medium/Male
(adjacent Minimum/Male Camp)
Judicial District: Colorado

Population: FCI: 1,325 Camp: 496
FCC Staff: See ADX Florence.

Location: See ADX Florence.



USP Florence

P.O. Box 7500
Florence, Colorado 81226
719-784-9454
Fax: 719-784-5150
North Central Region

Security level: High/Male
Judicial District: Colorado

Population: 976
Staff: See ADX Florence.

Location: See ADX Florence.



FCI Forrest City (Low)

P.O. Box 7000
Forrest City, Arkansas 72336
870-630-6000
Fax: 870-630-6250
South Central Region

Security level: Low/Male
(adjacent Minimum/Male Camp)
Judicial District: Eastern
Arkansas

Population: FCI: 2,014 Camp: 286
Staff: 442 (includes Forrest City
Medium)

Location: In eastern Arkansas, between Little Rock and Memphis, TN and near Interstate 40. The area is served by air and rail in Memphis, and Forrest City is directly served by commercial bus lines.



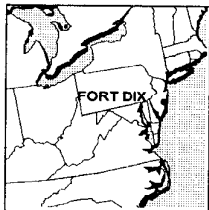
FCI Forrest City (Medium)

P.O. Box 3000
Forrest City, Arkansas 72336
870-494-4200
Fax: 870-494-4496
South Central Region

Security level: Medium/Male
Judicial District: Eastern
Arkansas

Population: FCI: 263
Staff: 442 (includes Forrest City
Low)

Location: See FCI Forest City (Low).



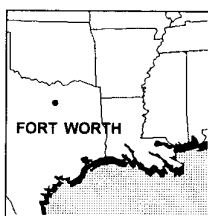
FCI Fort Dix

P.O. Box 38
Fort Dix, New Jersey 08640
609-723-1100
Fax: 609-723-6847
Northeast Region

Security level: Low/Male
(adjacent Minimum/Male Camp)
Judicial District: New Jersey

Population: FCI: 4,165 Camp: 421
Staff: 635

Location: In central New Jersey, approximately 45 minutes east of Philadelphia. Off Route 68, follow signs for Fort Dix/McGuire Air Force Base. The area is served by Philadelphia International Airport, Amtrak, and commercial bus lines.



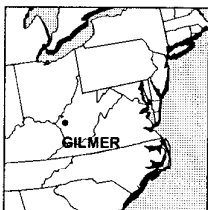
FMC Fort Worth

3150 Horton Road
Fort Worth, Texas 76119-5996
817-534-8400
Fax: 817-413-3350
South Central Region

Security level: Administrative/
Male
Judicial District: Northern Texas

Population: 1,744
Staff: 363

Location: In north central Texas, in southeast Fort Worth. North of Interstate 20 and east of Interstate 35. The area is served by Dallas/Fort Worth International Airport, Amtrak, and commercial bus lines.



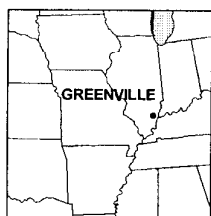
FCI Gilmer

P.O. Box 5000
201 FCI Lane
Glenville, West Virginia 26351-9500
304-462-0395
Fax: 304-462-0396
Mid-Atlantic Region

Security level: Medium/Male
(adjacent Minimum/Male camp)
Judicial District: Northern West Virginia

Population: FCI: 1,579 Camp: 128
Staff: 307

Location: In central West Virginia, 85 miles northeast of Charleston and 150 miles from Pittsburgh, Pennsylvania. The area is served by Pittsburgh International Airport and Yeager Regional Airport.



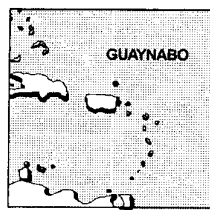
FCI Greenville

P.O. Box 4000
100 U.S. Route 40
Greenville, Illinois 66246
618-664-6200
Fax: 618-664-6372
North Central Region

Security level: Medium/Male
(adjacent Minimum/Female Camp)
Judicial District: Southern Illinois

Population: FCI: 1,289 Camp: 336
Staff: 289

Location: Approximately 43 miles east of St. Louis, Missouri, and 63 miles from Springfield, Illinois. The area is served by airports in St. Louis, Mascoutah, Greenville, and Vandalia; Amtrak service in Alton and St. Louis; and commercial bus service in Vandalia.



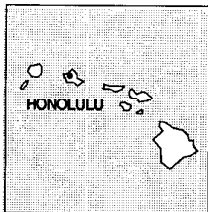
MDC Guaynabo

P.O. Box 2146
San Juan, Puerto Rico 00922-2146
787-749-4480
Fax: 787-775-7824
Southeast Region

Security level: Administrative/
Male/Female
Judicial District: Puerto Rico,
U.S. Virgin Islands

Population: 1,047
Staff: 257

Location: 6 miles west of San Juan, Puerto Rico, off Highway 22 at the intersection of Roads 165 and 28. The area is served by San Juan International Airport.



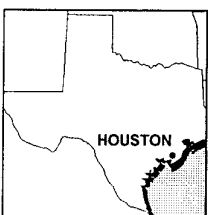
FDC Honolulu

351 Elliot Street
P.O. Box 30547
Honolulu, Hawaii 96820
808-838-4200
Fax: 808-838-4510
Western Region

Security level: Administrative/
Male/Female
Judicial District: Hawaii

Population: 612
Staff: 200

Location: Adjacent to Honolulu International Airport on the Aloha/Hawaiian Airlines side.



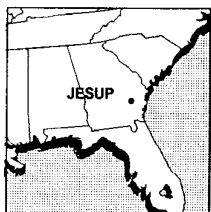
FDC Houston

1200 Texas Avenue
P.O. Box 526245
Houston, Texas 77052-6245
713-221-5400
Fax: 713-229-4200
South Central Region

Security level: Administrative/
Male/Female
Judicial District: Southern Texas

Population: 916
Staff: 245

Location: In downtown Houston at the intersection of Texas and San Jacinto Avenues. The area is served by George Bush International Airport, William P. Hobby Airport, Amtrak, and commercial bus lines.



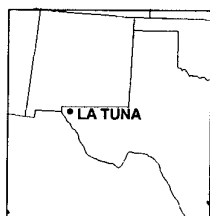
FCI Jesup

2600 Highway 301 South
Jesup, Georgia 31599
912-427-0870
Fax: 912-427-1125
Southeast Region

Security Level: Medium/Male
(satellite Low/Male Facility and adjacent Minimum/Male Camp)
Judicial District: Southern Georgia

Population: FCI: 1,146 FSL: 604
Camp: 130
Staff: 345

Location: In southeast Georgia on Route 301, 65 miles southwest of Savannah, 40 miles northwest of Brunswick, and 105 miles northwest of Jacksonville, Florida. The area is served by airports in Jacksonville, Savannah, and Brunswick and by Amtrak.



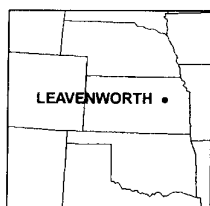
FCI La Tuna

P.O. Box 1000
8500 Doniphan
Anthony, New Mexico-Texas 88021
915-886-6600
Fax: 915-886-6858
South Central Region

Security level: Low/Male
(satellite Low/Male Facility and adjacent Minimum/Male Camp)
Judicial District: Western Texas

Population: FCI: 1,261 FSL: 441
Camp: 200
Staff: 370

Location: On the Texas and New Mexico border, 12 miles north of the city limits of El Paso, off Interstate 10, on State Highway 20. The area is served by El Paso International Airport, Amtrak, and commercial bus lines.



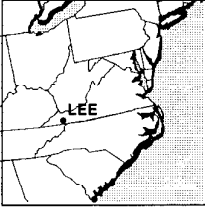
USP Leavenworth

1300 Metropolitan
Leavenworth, Kansas 66048
913-682-8700
Fax: 913-682-0041
North Central Region

Security level: High/Male
(adjacent Minimum/Male Camp)
Judicial District: Kansas

Population: USP: 1,742 Camp: 533
Staff: 496

Location: 25 miles north of Kansas City. On Highway 73. The area is served by Kansas City International Airport (15 miles from the facility).



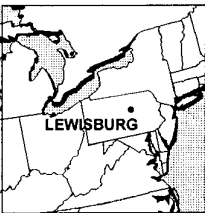
USP Lee

P.O. Box 900
Jonesville, VA 24263-0900
276-546-0150
Fax: 276-546-9116
Mid-Atlantic Region

Security level: High/Male
(adjacent Minimum/Male Camp)
Judicial District: Western Virginia

Population: USP: 1,453 Camp: 119
Staff: 387

Location: 8 miles east of Jonesville, off of U.S. 58 at the intersection of State Route 638. The area is served by the Tri-Cities Regional Airport in the Kingsport, Bristol, Johnson City, Tennessee area.



USP Lewisburg

2400 Robert F. Miller Drive
Lewisburg, Pennsylvania 17837
570-523-1251
Fax: 570-522-7745
Northeast Region

Security level: High/Male
(adjacent Minimum/Male Camp)
Judicial District: Middle Pennsylvania

Population: USP: 1,224 Camp: 462
Staff: 510

Location: In central Pennsylvania, outside the town of Lewisburg, 200 miles north of Washington, DC, and 170 miles west of Philadelphia. Six miles south of Interstate 80, and two miles off U.S. Route 15. The area is served by Williamsport Airport.



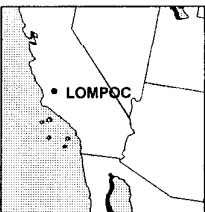
FMC Lexington

3301 Leestown Road
Lexington, Kentucky 40511
859-255-6812
Fax: 859-253-8821
Mid-Atlantic Region

Security Level: Administrative/
Male (adjacent Minimum/Female
Camp)
Judicial District: Eastern
Kentucky

Population: FMC: 2,094 Camp: 282
Staff: 502

Location: Seven miles north of Lexington on U.S. Highway 421. The area is served by Blue Grass Field Airport and commercial bus service.



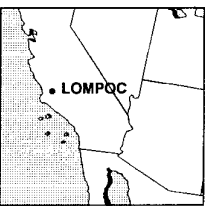
FCI Lompoc

3600 Guard Road
Lompoc, California 93436
805-736-4154
Fax: 805-736-7163
Western Region

Security level: Low/Male
Judicial District: Central
California

Population: FCI: 1,629
FCC Staff: 671

Location: 175 miles northwest of Los Angeles, adjacent to Vandenberg Air Force Base. The area is served by Santa Barbara Airport (60 miles south), Santa Maria Airport (25 miles north), Amtrak, and commercial bus service.



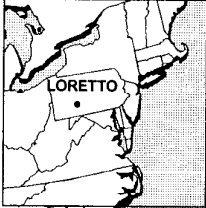
USP Lompoc

3901 Klein Boulevard
Lompoc, California 93436
805-735-2771
Fax: 805-736-1292
Western Region

Security level: High/Male
(adjacent Minimum/Male Camp)
Judicial District: Central California

Population: USP: 1,388 Camp: 291
FCC Staff: See FCI Lompoc.

Location: See FCI Lompoc.



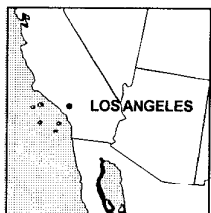
FCI Loretto

P.O. Box 1000
Loretto, Pennsylvania 15940
814-472-4140
Fax: 814-472-6046
Northeast Region

Security level: Low/Male
(adjacent Minimum/Male Camp)
Judicial District: Western
Pennsylvania

Population: FCI: 1,270 Camp: 146
Staff: 230

Location: In southwest Pennsylvania between Altoona and Johnstown, 90 miles east of Pittsburgh. Off Route 22, between Interstate 80 and the Pennsylvania Turnpike via Route 220. The area is served by Pittsburgh Airport, Amtrak, and commercial bus service.



MDC Los Angeles

535 N. Alameda Street
Los Angeles, California 90012
213-485-0439
Fax: 213-253-9520
Western Region

Security level: Administrative/
Male/Female
Judicial District: Central California

Population: 1,042
Staff: 261

Location: In downtown Los Angeles, off the Hollywood Freeway (Highway 101) on the corner of Alameda and Aliso Streets. The area is served by Los Angeles International Airport, Amtrak, and commercial bus service.



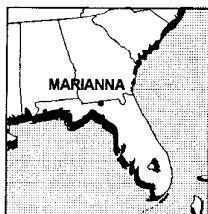
FCI Manchester

P.O. Box 3000
Manchester, Kentucky 40962
606-598-1900
Fax: 606-599-4115
Mid-Atlantic Region

Security Level: Medium/Male
(adjacent Minimum/Male Camp)
Judicial District: Eastern
Kentucky

Population: FCI: 1,177 Camp: 487
Staff: 311

Location: 75 miles south of Lexington off Interstate 75, and 28 miles east of London on the Daniel Boone Parkway. On Route 8 (Fox Hollow Road), off State Highway 421. The area is served by airports in Lexington, Kentucky, and Knoxville, Tennessee.



FCI Marianna

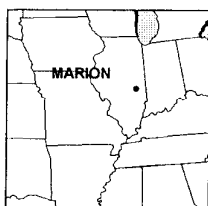
3625 FCI Road
Marianna, Florida 32446
850-526-2313
Fax: 850-718-2014
Southeast Region

Security level: Medium/Male
(adjacent Minimum/Female
Camp)
Judicial District: Northern
Florida

Population: FCI: 0* Camp: 0*
Staff: 337

*due to hurricane damage

Location: In the Florida panhandle, 65 miles west of Tallahassee and 5 miles north of the town of Marianna. Off Highway 167. The area is served by airports in Tallahassee; Dothan, Alabama (35 miles northwest of the facility); and Panama City (54 miles south).



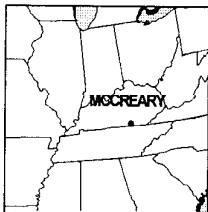
USP Marion

4500 Prison Road
P.O. Box 2000
Marion, Illinois 62959
618-964-1441
Fax: 618-964-2058
North Central Region

Security level: High/Male
(adjacent Minimum/Male Camp)
Judicial District: Southern Illinois

Population: USP: 389 Camp: 416
Staff: 357

Location: 300 miles from Chicago, 120 miles from St. Louis, 9 miles south of Marion. Off I-57 via Highway 148 north, east on Little Grassy Road. The area is served by the Williamson County Airport.



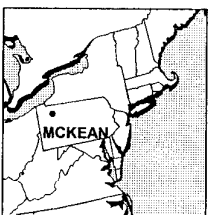
USP McCreary

P.O. Box 3000
Pine Knot, Kentucky
42635
606-354-7000
Fax: 606-654-7190
Mid-Atlantic Region

Security Level: High/Male
(adjacent Minimum/Male Camp)
Judicial District: Eastern
Kentucky

Population: 1237 Camp: 123
Staff: 323

Location: In the southern part of Kentucky. Off Interstate 75 via State Highway 92 or US 27. The area is served by the Lexington Bluegrass Airport and the McGhee Tyson Airport in Knoxville.



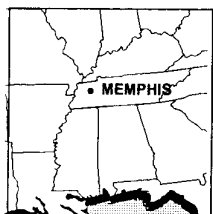
FCI McKean

P.O. Box 5000
Bradford, Pennsylvania
16701
814-362-8900
Fax: 814-363-6822
Northeast Region

Security level: Medium/Male
(adjacent Minimum/Male Camp)
Judicial District: Western
Pennsylvania

Population: FCI: 1,337 Camp: 348
Staff: 298

Location: In northwest Pennsylvania between Bradford and Kane. 90 miles south of Buffalo. Off Route 59, 1/4 mile east of the intersection of State Route 59 and U.S. Route 219. The area is served by Buffalo Airport and Bradford Airport.



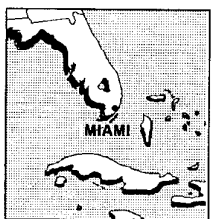
FCI Memphis

1101 John A. Denie Road
Memphis, Tennessee 38134-
7690
901-372-2269
Fax: 901-380-2462
Mid-Atlantic Region

Security level: Medium/Male
(satellite Minimum/Male Camp)
Judicial District: Western
Tennessee

Population: FCI: 1,328 Camp: 301
Staff: 324

Location: In the northeast section of Memphis near the intersection of Interstate 40 and Sycamore View Road. The area is served by Memphis International Airport, Amtrak, and commercial bus lines.



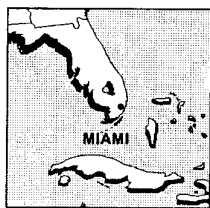
FCI Miami

15801 S.W. 137th Ave.
Miami, Florida 33177
305-259-2100
Fax: 305-259-2160
Southeast Region

Security Level: Medium/Male
(adjacent Minimum/Male Camp)
Judicial District: Southern
Florida

Population: FCI: 1,199 Camp: 272
Staff: 287

Location: In southwest Dade county, 30 miles from downtown Miami. Off the Florida Turnpike (Homestead Extension, 152nd Street exit, 2.5 miles to 137th Street (south)). The area is served by Miami International Airport, Amtrak, and commercial bus lines.



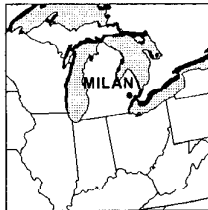
FDC Miami

P.O. Box 019118
33 N.E. 4th Street
Miami, Florida 33101-9118
305-577-0010
Fax: 305-536-7368
Southeast Region

Security level: Administrative/
Male/Female
Judicial District: Southern Florida

Population: 1,599
Staff: 299

Location: East of Miami International Airport in downtown Miami. Located at the corner of NE. 4th Street and N. Miami Avenue. The area is served by Miami International Airport, Amtrak, and commercial bus lines.



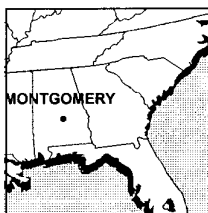
FCI Milan

P.O. Box 9999
Arkona Road
Milan, Michigan 48160
734-439-1511
Fax: 734-439-0949
North Central Region

Security level: Low/Administrative/Male
Judicial District: Eastern Michigan

Population: 1,509
Staff: 341

Location: 45 miles south of Detroit and 35 miles north of Toledo, in the town of Milan. Off U.S. 23 (exit 27). The area is served by Detroit Metro and Toledo Express airports, Amtrak, and commercial bus lines.



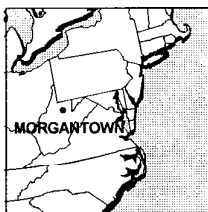
FPC Montgomery

Maxwell Air Force Base
Montgomery, Alabama 36112
334-293-2100
Fax: 334-293-2326
Southeast Region

Security Level: Minimum/Male
Judicial District: Middle Alabama

Population: 885
Staff: 111

Location: On Maxwell Air Force Base, off Interstates 65 and 85. The area is served by Montgomery Regional Airport, Dannelly Field and commercial bus lines.



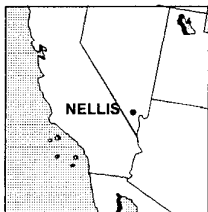
FCI Morgantown

Greenbag Road
P.O. Box 1000
Morgantown, West Virginia 26507-1000
304-296-4416
Fax: 304-284-3613
Mid-Atlantic Region

Security Level: Minimum/Male
Judicial District: Northern West Virginia

Population: 1,125
Staff: 171

Location: In north central West Virginia, on the southern edge of Morgantown. Off State Highway 857 (Greenbag Road). The area is served by the Morgantown Municipal Airport and commercial bus lines.



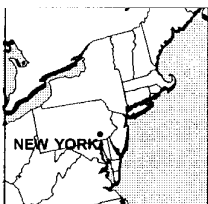
FPC Nellis

C.S. 4500
North Las Vegas, Nevada 89036-4500
702-644-5001
Fax: 702-643-2303
Western Region

Security Level: Minimum/Male
Judicial District: Nevada

Population: 661
Staff: 82

Location: 15 miles from downtown Las Vegas on Nellis Air Force Base, Area II. Las Vegas is served by McCarran International Airport and commercial bus lines.



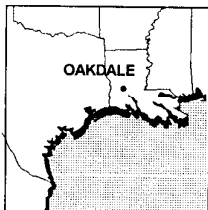
MCC New York

150 Park Row
New York, New York 10007
646-836-6300
Fax: 646-836-7751
Northeast Region

Security Level: Administrative/Male/Female
Judicial District: Southern New York

Population: 901
Staff: 260

Location: In downtown Manhattan, adjacent to Foley Square and across the street from the Federal courthouse. The area is served by LaGuardia, Kennedy, and Newark Airports; Amtrak, and commercial bus lines.



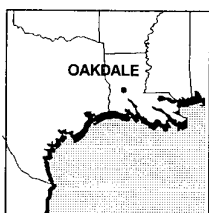
FCI Oakdale

P.O. Box 5050
Oakdale, Louisiana 71463
318-335-4070
Fax: 318-215-2547
South Central Region

Security Level: Medium/Male
Judicial District: Western
Louisiana

Population: 1,297
FCC Staff: 519

Location: In central Louisiana, 35 miles south of Alexandria and 58 miles north of Lake Charles. Off of State Highway 165 on Whatley Road. The area is served by Alexandria International Airport (40 miles from the facility) and by commercial bus lines.



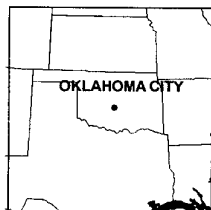
FDC Oakdale

P.O. Box 5060
Oakdale, Louisiana 71463
318-335-4466
Fax: 318-215-2046
South Central Region

Security Level: Administrative/
Male (adjacent Minimum/Male
Camp)
Judicial District: Western
Louisiana

Population: FDC: 755 Camp: 141
FCC Staff: See FCI Oakdale.

Location: See FCI Oakdale.



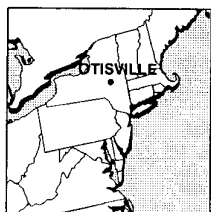
FTC Oklahoma City

P.O. Box 898802
7410 South MacArthur Blvd.
Oklahoma City, Oklahoma
73189-8802
405-682-4075
Fax: 405-680-4055
South Central Region

Security Level: Administrative/
Male/Female
Judicial District: Western
Oklahoma

Population: 1,241
Staff: 289

Location: 3 miles west of Interstate 44 and 4 miles south of Interstate 40. Located at and served by the Will Rogers World Airport. Also served by commercial bus lines.



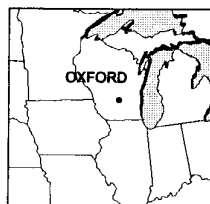
FCI Otisville

P.O. Box 600
Otisville, New York 10963
845-386-5855
Fax: 845-386-1527
Northeast Region

Security Level: Medium/Male
(adjacent Minimum/Male Camp)
Judicial District: Southern
New York

Population: FCI: 1,074 Camp: 125
Staff: 304

Location: In southeastern part of New York state, near the Pennsylvania and New Jersey borders, and 70 miles northwest of New York City. The area is served by several airports; the closest is Stewart International in Newburgh, New York. Bus and train service connect Otisville to New York City.



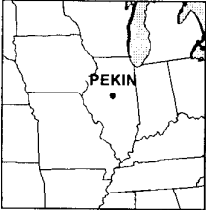
FCI Oxford

Box 500
Oxford, Wisconsin
53952-0500
608-584-5511
Fax: 608-584-6371
North Central Region

Security Level: Medium/Male
(adjacent Minimum/Male Camp)
Judicial District: Western
Wisconsin

Population: FCI: 1,130 Camp: 214
Staff: 299

Location: In central Wisconsin, 60 miles north of Madison. Off I-39 at the intersection of County Road G and Elk Avenue. The area is served by Dane County Regional Airport, and commercial bus service in Portage and Wisconsin Dells.



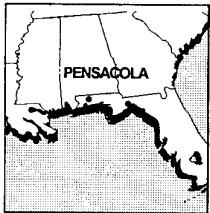
FCI Pekin

P.O. Box 7000
Pekin, Illinois
61555-7000
309-346-8588
Fax: 309-477-4685
North Central Region

Security Level: Medium/Male
(adjacent Minimum/Female
Camp)
Judicial District: Central Illinois

Population: FCI: 1,261 Camp: 295
Staff: 284

Location: Located on Route 29 South in Pekin, approximately 10 miles south of Peoria, 170 miles southwest of Chicago, and 170 miles northeast of St. Louis. The area is served by the Greater Peoria Regional Airport, Amtrak, and commercial bus service to Peoria.



FPC Pensacola

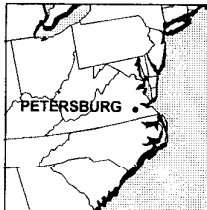
110 Raby Avenue
Pensacola, Florida
32509-5127
850-457-1911
Fax: 850-458-7295
Southeast Region

Security Level: Minimum/Male
Judicial District: Northern
Florida

Population: 0*
Staff: 80

*due to hurricane damage

Location: 175 miles west of Tallahassee and 50 miles east of Mobile, Alabama, on Saufley Field. Off Interstate 10. The area is served by Pensacola Municipal Airport, Amtrak, and commercial bus lines.



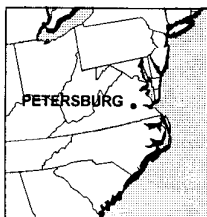
FCI Petersburg (Low)

P.O. Box 90026
Petersburg, Virginia
23804
804-733-7881
Fax: 804-863-1510
Mid-Atlantic Region

Security Level: Low/Male
(adjacent Minimum/Male Camp)
Judicial District: Eastern Virginia

Population: FCI: 1,204 Camp: 362
FCC Staff: 566

Location: 25 miles southeast of Richmond. From Interstate 95, take Exit 54 (Temple Avenue/ Highway 144), proceed east approximately 3 miles, then turn left on River Road. The area is served by airports in Petersburg and Richmond, Amtrak, and commercial bus lines.



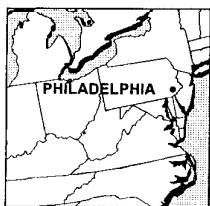
FCI Petersburg (Medium)

P.O. Box 90042
Petersburg, Virginia
23804
804-504-7200
Fax: 804-504-7204
Mid-Atlantic Region

Security Level: Medium/Male
Judicial District: Eastern Virginia

Population: FCI: 1,906
FCC Staff: See FCI Petersburg (Low).

Location: 25 miles southeast of Richmond. From Interstate 95, take Exit 54 (Temple Avenue/ Highway 144), proceed east approximately 3 miles, then turn left on River Road. The area is served by airports in Petersburg and Richmond, Amtrak, and commercial bus lines.



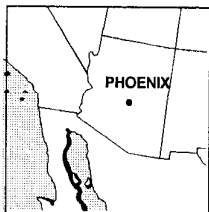
FDC Philadelphia

P.O. Box 572
Philadelphia, Pennsylvania
19106
215-521-4000
Fax: 215-521-7220
Northeast Region

Security Level: Administrative/
Male/Female
Judicial District: Eastern Penn-
sylvania

Population: 1,150
Staff: 256

Location: In downtown Philadelphia. The area is served by Philadelphia International Airport, Amtrak, and commercial bus lines.



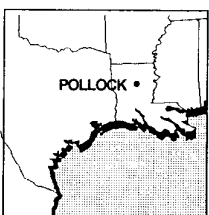
FCI Phoenix

37900 N. 45th Avenue
Phoenix, Arizona
85086
623-465-9757
Fax: 623-465-5199
Western Region

Security Level: Medium/Male
(adjacent Minimum/Female
Camp)
Judicial District: Arizona

Population: FCI: 1,253 Camp: 278
Staff: 330

Location: 30 miles north of
downtown Phoenix. Off
Interstate 17, Pioneer Road exit.
The area is served by Phoenix
Sky Harbor International
Airport, several regional
airports, Amtrak (in Tucson),
and commercial bus lines.



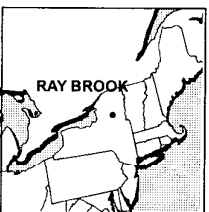
USP Pollock

P.O. Box 1000
1000 Airbase Road
Pollock, Louisiana 71467
318-561-5300
Fax: 318-561-5344
South Central Region

Security Level: High/Male
(adjacent Minimum/Male Camp)
Judicial District: Western Louisi-
ana

Population: USP: 1,323 Camp: 115
Staff: 396

Location: In central Louisiana
between highways 165 and 167,
approximately 12 miles north of
Alexandria. The area is served
by Alexandria International
Airport and commercial bus
lines.



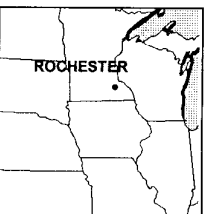
FCI Ray Brook

P.O. Box 300
Old Ray Brook Road
Ray Brook, New York 12977
518-891-5400
Fax: 518-891-7334
Northeast Region

Security Level: Medium/Male
Judicial District: Northern
New York

Population: 1,220
Staff: 256

Location: In upstate New York,
midway between the villages of
Lake Placid and Saranac Lake.
Off Route 86. The area is served
by the Adirondack and Albany
Airports; the airport in Montreal,
Canada; and the Burlington,
Vermont, Airport; Amtrak in
Plattsburgh and Albany; and
commercial bus lines.



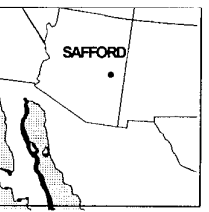
FMC Rochester

P.O. Box 4600
2110 East Center Street
Rochester, Minnesota
55903-4600
518-897-4000
Fax: 518-897-4216
North Central Region

Security Level: Administrative/
Male
Judicial District: Minnesota

Population: 804
Staff: 437

Location: In southeastern
Minnesota, 2 miles east of
downtown Rochester. Off
Fourth Street. The area is
served by the Rochester Airport
and commercial bus lines.



FCI Safford

P.O. Box 820
Safford, Arizona 85548
928-428-6600
Fax: 928-348-1331
Western Region

Security Level: Low/Male
Judicial District: Arizona

Population: 738
Staff: 171

Location: In southeastern
Arizona, 127 miles northeast of
Tucson, 165 miles east of
Phoenix. Off Highway 191,
7 miles south of the town of
Safford. The area is served by
airports in Tucson and Phoenix,
Amtrak in Phoenix and Tucson,
and commercial bus lines.



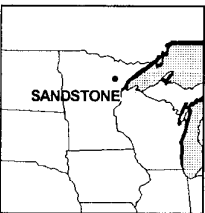
MCC San Diego

808 Union Street
San Diego, California 92101-6078
619-232-4311
Fax: 619-595-0390
Western Region

Security Level: Administrative/
Male/Female
Judicial District: Southern
California

Population: 956
Staff: 248

Location: In downtown San Diego, adjacent to the Federal courthouse. The area is served by the Lindberg Field Airport, Amtrak, and commercial bus lines.



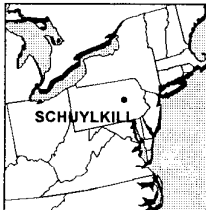
FCI Sandstone

2300 County Road 29
Sandstone, Minnesota 55072
320-245-2262
Fax: 320-245-0385
North Central Region

Security Level: Low/Male
Judicial District: Minnesota

Population: 913
Staff: 225

Location: 100 miles northeast of Minneapolis/St. Paul and 70 miles southwest of Duluth. Off Interstate 35 (Sandstone exit, follow Highway 23 to Route 123 east). The institution is 2 miles from the intersection. The area is served by commercial bus lines.



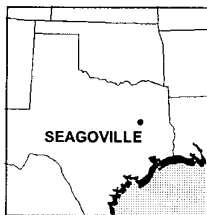
FCI Schuylkill

P.O. Box 700
Minersville, Pennsylvania 17954
570-544-7100
Fax: 570-544-7224
Northeast Region

Security Level: Medium/Male
(adjacent Minimum/Male Camp)
Judicial District: Middle Pennsylvania

Population: FCI: 1,271 Camp: 316
Staff: 311

Location: 100 miles northwest of Philadelphia and 46 miles northeast of Harrisburg. West of Interstate 81, off State Highway 901. The area is served by Harrisburg International Airport, Amtrak in Harrisburg, and commercial bus lines.



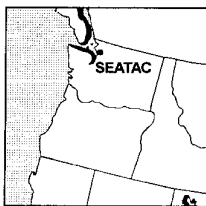
FCI Seagoville

2113 North Highway 175
Seagoville, Texas 75159
972-287-2911
Fax: 972-287-5466
South Central Region

Security Level: Low/Male and
Administrative/Male (adjacent
Minimum/Male Camp)
Judicial District: Northern Texas

Population: 1,891 Camp: 172
Staff: 310

Location: 11 miles southeast of Dallas, off Highway 175 (Hawn Freeway). The area is served by the Dallas-Fort Worth International Airport, Amtrak in Dallas and Fort Worth, and commercial bus lines.



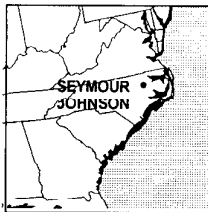
FDC SeaTac

P.O. Box 13901
Seattle, Washington 98198-1091
206-870-5700
Fax: 206-870-5717
Western Region

Security Level: Administrative/
Male/Female
Judicial District: Western
Washington

Population: 970
Staff: 243

Location: 12 miles south of Seattle, and 16 miles north of Tacoma, 1 mile west of Interstate 5 (200th Street exit). The SeaTac International Airport is 1 mile from the facility. Amtrak and commercial bus lines also serve the area. The street address is 2425 South 200th Street.



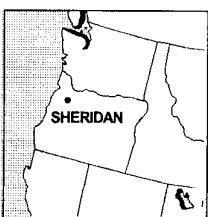
FPC Seymour Johnson

Caller Box 8004
 Goldsboro, North Carolina
 27533-8004
 919-735-9711
 Fax: 919-735-0169
Mid-Atlantic Region

Security Level: Minimum/Male
 Judicial District: Eastern
 North Carolina

Population: 617
 Staff: 81

Location: Near Goldsboro, North Carolina, on Seymour Johnson Air Force Base. Off Interstate highways 40 and 95 and U.S. 70. The area is served by Raleigh/Durham International Airport, Amtrak in Raleigh and Durham, and commercial bus lines.



FCI Sheridan

P.O. Box 8000
 27072 Ballston Road
 Sheridan, Oregon
 97378-9601
 503-843-4442
 Fax: 503-843-3408
Western Region

Security Level: Medium/Male
 and Administrative/Male
 (adjacent Minimum/Male Camp)
 Judicial District: Oregon

Population: FCI: 1,589 Camp: 507
 Staff: 352

Location: In northwestern Oregon, 90 minutes south of Portland. Off Highway 18 on Ballston Road. The area is served by Portland International Airport, Amtrak in Portland and Salem, and commercial bus lines.



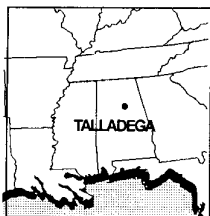
MCFP Springfield

P.O. Box 4000
 1900 West Sunshine
 Springfield, Missouri 65801-4000
 417-862-7041
 Fax: 417-837-1711
North Central Region

Security Level: Administrative/
 Male
 Judicial District: Western
 Missouri

Population: 1,217
 Staff: 615

Location: At the corner of Sunshine Street and the Kansas Expressway. Off Interstate 44. The area is served by the Springfield/Branson Municipal Airport and commercial bus lines.



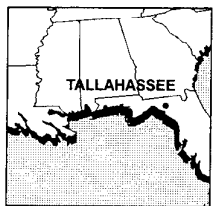
FCI Talladega

565 East Renfroe Road
 Talladega, Alabama 35160
 256-315-4100
 Fax: 256-315-4495
Southeast Region

Security Level: Medium/Male
 (adjacent Minimum/Male Camp)
 Judicial District: Northern
 Alabama

Population: FCI: 1,088 Camp: 346
 Staff: 308

Location: In northeast Alabama, 50 miles east of Birmingham and 100 miles west of Atlanta, Georgia. Off the 275 bypass on Renfroe Road.



FCI Tallahassee

501 Capital Circle, NE.
 Tallahassee, Florida
 32301-3572
 850-878-2173
 Fax: 850-216-1299
Southeast Region

Security Level: Low/Female,
 Administrative/Male
 Judicial District: Northern Florida

Population: 1,459
 Staff: 300

Location: Three miles east of downtown Tallahassee. On Highway 319 at its intersection with Park Avenue and Conner Boulevard. The area is served by Tallahassee Regional Airport, Amtrak, and commercial bus lines.



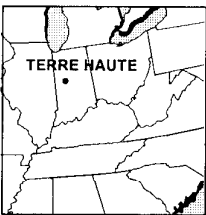
FCI Terminal Island

1299 Seaside Avenue
Terminal Island, California
90731
310-831-8961
Fax: 310-732-5335
Western Region

Security Level: Medium/Male
Judicial District: Central California

Population: 1,076
Staff: 297

Location: In Los Angeles Harbor, between San Pedro and Long Beach. Off Harbor Freeway (110 South) at the Terminal Island exit. Cross the Vincent Thomas Bridge to the Ferry Street exit. The area is served by Los Angeles International Airport, Long Beach Airport, Amtrak, and commercial bus lines.



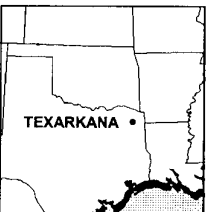
USP Terre Haute

Highway 63 South
Terre Haute, Indiana 47808
812-238-1531
Fax: 812-238-9873
North Central Region

Security Level: High/Male
(adjacent Minimum/Male Camp; operates Special Confinement Unit for inmates under Federal death sentences)
Judicial District: Southern Indiana

Population: USP: 1,295 Camp: 437
Staff: 474

Location: Two miles south of the City of Terre Haute, which is 70 miles west of Indianapolis on Interstate 70. The institution is located on Highway 63. The area is served by Hulman Regional Airport and commercial bus lines.



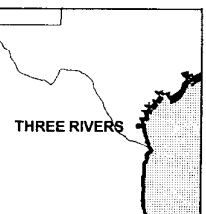
FCI Texarkana

P.O. Box 9500
Texarkana, Texas 75505
903-838-4587
Fax: 903-223-4417
South Central Region

Security Level: Low/Male
(adjacent Minimum/Male Camp)
Judicial District: Eastern Texas

Population: FCI: 1,478 Camp: 378
Staff: 290

Location: In northeast Texas near the Arkansas border, 70 miles north of Shreveport, Louisiana, and 175 miles east of Dallas. Off Route 59 south, on Leopard Drive.



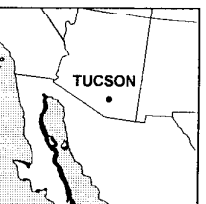
FCI Three Rivers

P.O. Box 4000
Three Rivers, Texas 78071
361-786-3576
Fax: 361-786-5069
South Central Region

Security Level: Medium/Male
(adjacent Minimum/Male Camp)
Judicial District: Southern Texas

Population: FCI: 1,263 Camp: 341
Staff: 302

Location: About 80 miles south of San Antonio and 73 miles northwest of Corpus Christi. Off Interstate 37 on Highway 72, 8 miles west of the town of Three Rivers; across from Choke Canyon.



FCI Tucson

8901 South Wilmot Road
Tucson, Arizona 85706
520-574-7100
Fax: 520-574-4206
Western Region

Security Level: Medium/Male,
Administrative Male/Female
Judicial District: Arizona

Population: 853
Staff: 213

Location: In southern Arizona, 10 miles southeast of the city of Tucson, near Interstate 10 and Wilmot Road. The area is served by Tucson International Airport, Amtrak, and commercial bus lines.



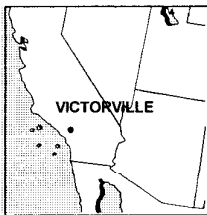
FCI Victorville I (Medium)

P.O. Box 5300
Adelanto, California 92301
760-246-2400
Fax: 760-246-2621
Western Region

Security Level: Medium/Male
(adjacent Minimum/Female
Camp)
Judicial District: Central
California

Population: FCI: 1,720 Camp: 282
Staff: 343

Location: In San Bernardino
County, approximately 85 miles
northwest of Los Angeles, on
Interstate 15. The area is served
by Ontario International
Airport, Amtrak, and commercial
bus lines.



FCI Victorville II (Medium)

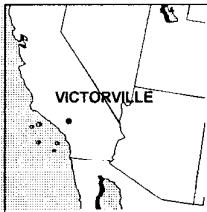
P.O. Box 5700
Adelanto, California 92301
760-530-5700
Fax: 760-530-5706
Western Region

Security Level: Medium/Male
Judicial District: Central
California

Population: FCI: 0*
Staff: 42

*activating

Location: See FCI Victorville I
(Medium).



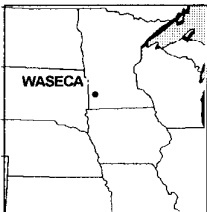
USP Victorville

P.O. Box 5500
Adelanto, California 92301
760-530-5000
Fax: 760-530-5103
Western Region

Security Level: High/Male
Judicial District: Central
California

Population: FCI: 407
Staff: 263

Location: See FCI Victorville I
(Medium).



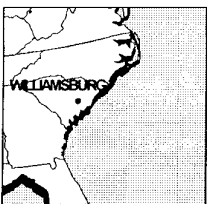
FCI Waseca

P.O. Box 1731
1000 University Drive, SW.
P.O. Box 1731
Waseca, Minnesota 56093
507-835-8972
Fax: 507-837-4547
North Central Region

Security Level: Low/Male
Judicial District: Minnesota

Population: 1,035
Staff: 223

Location: In southern Minne-
sota, 75 miles south of Minne-
apolis on Interstate 35; 13 miles
west of Owatonna on State
Highway 57. The area is served
by airports in Minneapolis and
Rochester.



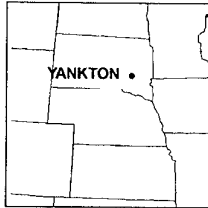
FCI Williamsburg

P.O. Box 340
Salters, SC 29590
843-387-9400
Fax: 843-387-6961
South East Region

Security Level: Medium/Male
(adjacent Minimum/Male camp)
Judicial District: South Carolina

Population: FCI: 305 Camp: 19
Staff: 104

Location: In Williamsburg
County off Highway 521 in
Salters, South Carolina.



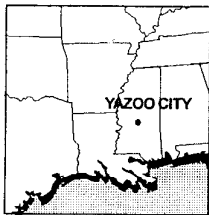
FPC Yankton

Box 680
Yankton, South Dakota
57078
605-665-3262
Fax: 605-668-1113
North Central Region

Security Level: Minimum/Male
Judicial District: South Dakota

Population: 758
Staff: 106

Location: In southeastern South Dakota, 60 miles northwest of Sioux City, Iowa, and 85 miles southwest of Sioux Falls, South Dakota, off U.S. Highway 81. The area is served by airports in Sioux City and Sioux Falls.



FCI Yazoo City

2225 Haley Barbour Parkway
P.O. Box 5050
Yazoo City, Mississippi
39194
662-751-4800
Fax: 662-751-4859

Security Level: Low/Male
(adjacent Minimum/Male Camp)
Judicial District: Southern
Mississippi

Population: FCI: 2,900 Camp: 134
Staff: 290

Location: 36 miles north of Jackson, Mississippi, off highway 49. The area is served by most major carriers at the airport in Jackson. Yazoo City also is served by Amtrak and commercial bus lines.

Community Corrections

Community Corrections is an integral component of the Bureau's correctional programs.

Community corrections staff develop and administer contracts for community-based correctional programs and serve as the Bureau's local liaison with the Federal courts, U.S. Marshals Service, state and local corrections, and a variety of community groups.

The Bureau contracts with community corrections centers (CCCs), also known as halfway houses, to provide assistance to inmates who are nearing release from prison. CCCs provide a structured, supervised environment and support in job placement, counseling, and other services. They allow inmates to gradually rebuild their ties to the community and facilitate the supervision of offender activities by contract staff during this readjustment phase. An important component of the CCC program is transitional drug abuse treatment for inmates who have completed residential substance abuse treatment while confined at a Bureau institution.

Some Federal inmates are placed on home confinement for a brief period at the end of their prison terms. They serve this portion of their sentences at home under strict schedules and curfew requirements. Some CCCs enhance the accountability of inmates on home confinement through electronic monitoring.

Approximately 45 percent of Federal offenders in community-based programs are housed in comprehensive sanctions centers, which are similar to CCCs but have a more structured system for granting offenders gradual access to the community. They also require inmates to participate in more programs and formally involve the U.S. Probation Office in the release planning process.

Through the community corrections program, the Bureau has developed agreements with state and local governments and contracts with privately-operated facilities for the confinement of juvenile offenders and for the detention or secure confinement of some Federal inmates.

The Bureau's community corrections program is administered by Correctional Programs Division staff in Central Office, community corrections regional administrators and regional management teams in each of the Bureau's six regional offices, and the employees of 28 community corrections management (CCM) field offices throughout the country. The field offices are responsible for all community corrections activities within their assigned judicial districts.

Atlanta CCM Office

715 McDonough Blvd., SE
Atlanta, GA 30315
404-635-5673, Fax: 404-730-9785
Districts: Georgia, South Carolina

Baltimore CCM Office

10010 Junction Drive, Suite 101-N
Annapolis Junction, MD 20701
301-317-3142, Fax: 301-317-3138
Fax DC: 301-317-3184
Districts: Maryland, Delaware, Northern/Southern West Virginia, District of Columbia

Boston CCM Office

JFK Federal Building, Suite 2200
Boston, MA 02203
617-565-4293, Fax: 617-565-4297
Districts: Massachusetts, Vermont, Connecticut, Maine, Rhode Island, New Hampshire

Chicago CCM Office

200 West Adams, Suite 2915
Chicago, IL 60606
312-886-2114, Fax: 312-886-2118
Districts: Central/Northern Illinois, Eastern/Western Wisconsin

Cincinnati CCM Office

36 East 7th Street, Suite 2107-A
Cincinnati, OH 45202
513-684-2603, Fax: 513-684-2590
Districts: Northern/Southern Ohio

Dallas CCM Office

4211 Cedar Springs Road, Suite 100
Dallas, TX 75219
214-224-3522, Fax: 214-224-3367
Districts: Oklahoma, Northern Texas

Denver CCM Office

721 19th Street, Suite 412
Denver, CO 80202
303-844-5179, Fax: 303-844-6189
District: Colorado

.....

Detroit CCM Office

211 Fort Street, Suite 620, 6th Floor
Detroit, MI 48226
313-226-6186, Fax: 313-226-7327
Districts: Eastern/Western Michigan,
Northern Indiana

El Paso CCM Office

4849 North Mesa Street, Suite 208
El Paso, TX 79912
915-534-6326, Fax: 915-534-6432
Districts: New Mexico, Western Texas

Houston CCM Office

515 Rusk Avenue, Room 12016
Houston, TX 77002
713-718-4781, Fax: 713-718-4780
Districts: Southern Texas

Kansas City CCM Office

Gateway Complex, Tower II
400 State Avenue, 8th Floor
Kansas City, KS 66101-2405
913-551-1117, Fax: 913-551-1120
Districts: Northern/Southern Iowa,
Kansas, Nebraska, Western Missouri

Long Beach CCM Office

501 West Ocean Boulevard, Suite 3260
Long Beach, CA 90802-4221
562-980-3536, Fax: 562-980-3543
District: Central California

Miami CCM Office

401 North Miami Avenue
Miami, FL 33128-1830
305-536-5705, Fax: 305-536-4024
Districts: Puerto Rico, Virgin Islands,
Southern Florida

Minneapolis/St. Paul CCM Office

300 South 4th Street, Suite 1210
Minneapolis, MN 55415
612-664-5560, Fax: 612-664-5569
Districts: North Dakota, South Dakota,
Minnesota

Montgomery CCM Office

2350 Fairlane Drive, Suite 110
Montgomery, AL 36116
334-223-7464, Fax: 334-223-7012
Districts: Alabama, Mississippi, North-
ern Florida

Nashville CCM Office

801 Broadway, Room 599
Nashville, TN 37203
615-736-5148, Fax: 615-736-5147
Districts: Eastern/Middle/Western
Tennessee, Eastern/Western Kentucky

New Orleans CCM Office

Hale Boggs Building
501 Magazine Street, Suite 1211
New Orleans, LA 70130
504-589-2371, Fax: 504-589-2378
Districts: Louisiana, Arkansas

New York CCM Office

26 Federal Plaza, Room 36-110
New York, NY 10278
212-264-9520, Fax: 212-264-9516
Districts: Eastern/Southern New York,
New Jersey

Orlando CCM Office

3659 Maguire Blvd., Suite 100
Orlando, FL 32803
407-648-6324, Fax: 407-648-6058
District: Middle Florida

Philadelphia CCM Office

U.S. Customs House, 7th Floor
Second and Chestnut Streets
Philadelphia, PA 19106
215-521-7300, Fax: 215-521-7486
Districts: Eastern/Middle Pennsylvania

Phoenix CCM Office

522 N. Central Avenue, Suite 227
Phoenix, AZ 85004
602-379-4947, Fax: 602-379-4061
Districts: Southern California, Arizona

Pittsburgh CCM Office

William S. Moorehead Federal Building
1000 Liberty Avenue, Room 831
Pittsburgh, PA 15222
412-395-4740, Fax: 412-395-4730
Districts: Northern/Western New York,
Western Pennsylvania

Raleigh CCM Office

310 New Bern Avenue, Room 325
Raleigh, NC 27601
919-856-4548, Fax: 919-856-4777
Districts: Eastern/Middle/Western North
Carolina, Eastern/Western Virginia

Sacramento CCM Office

501 I Street, Suite 9-400
Sacramento, CA 95814
916-930-2010, Fax: 916-930-2008
District: Eastern/Northern California,
Guam, Hawaii

St. Louis CCM Office

The Robert A. Young Building
1222 Spruce Street, Suite 6.101??
St. Louis, MO 63103
314-539-2376, Fax: 314-539-2465
Districts: Southern Illinois, Eastern
Missouri, Southern Indiana

Salt Lake City CCM Office

324 South State Street, Suite 228
Salt Lake City, UT 84111
801-524-4212, Fax: 801-524-3112
Districts: Utah, Wyoming, Nevada,
Montana

San Antonio CCM Office

727 East Durango Blvd., Suite B-138
San Antonio, TX 78206
210-472-6225, Fax: 210-472-6224
District: Eastern/Western Texas (Austin,
San Antonio, and Waco)

Seattle CCM Office

915 Second Avenue, Suite 3150
Jackson Federal Building
Seattle, WA 98174
206-220-6593, Fax: 206-220-6591
Districts: Alaska, Oregon, Idaho,
Western/Eastern Washington

FY 2004 Statistical Data

Federal Inmates

Total, September 30, 2004	179,288
In Bureau Institutions	152,023
In Contract Facilities*	27,265

* Includes Federal inmates confined in privately-operated prisons, detention centers, community corrections centers, and juvenile facilities and Federal inmates in correctional facilities and detention centers operated by state and local governments.

Sentenced	88.9%
Unsentenced.....	11.1%

Inmate Characteristics (All Facilities)

Average Age	37
-------------------	----

Gender

Male	93.2%
Female	6.8%

Race

White	56.5%
Black	40.2%
Other	3.3%

Ethnicity

Hispanic	32.1%
Non-Hispanic	67.9%

Citizenship

United States	71.8%
Mexico	17.0%
Colombia	2.0%
Dominican Republic	1.9%
Cuba	1.2%
Jamaica	1.1%
Other	5.0%

Type of Commitments

U.S. Code	94.3%
D.C. Superior Court	3.2%
Parole Violation	1.0%
Probation Violation	1.3%
State, Territorial	0.2%

Median Months Expected to Be Served

<i>All offenses</i>	75
Drug offenses	90
Robbery	124
Burglary, larceny, and property offenses	62
Extortion, fraud, and bribery	30
Homicide, aggravated assault, kidnapping	140
Weapons, explosives, arson	73
Banking and insurance, counterfeit, embezzlement offenses	21
Immigration	37
Courts or corrections	36
National security	87
Continuing criminal enterprise	218
Sex offenses	94

Inmate Security Level

Minimum	20.5%
Low	36.2%
Medium	30.3%
High	13.0%

Statistics by Inmate Security Level*

	MIN	LOW	MED	HIGH	BOP- WIDE
Sentence Imposed (% of Population)**					
Under 1 year	3.5%	2.5%	0.8%	0.4%	2.0%
1-3 years	20.8%	16.7%	10.9%	3.7%	14.5%
3-5 years	18.5%	18.3%	14.5%	7.5%	16.1%
5-10 years	32.3%	28.8%	29.6%	22.4%	29.0%
10-15 years	17.9%	17.9%	17.8%	15.5%	17.6%
15-20 years	4.9%	8.1%	10.8%	10.7%	8.5%
Over 20 years	2.0%	7.2%	13.4%	18.3%	9.1%
Life sentence	0.1%	0.5%	2.2%	21.5%	3.2%
Offense (% of Population)					
Drug offenses	71.7%	59.7%	44.7%	26.2%	54.5%
Robbery	0.4%	2.4%	9.1%	21.5%	5.9%
Property offenses	5.5%	5.0%	4.8%	6.7%	5.2%
Extortion, bribery, fraud	11.6%	3.4%	1.9%	1.0%	4.5%
Homicide, aggravated assault, kidnapping	0.2%	1.5%	3.7%	14.9%	3.3%
Arms, explosives, arson	6.4%	8.0%	19.4%	20.6%	12.1%
All others	4.2%	20.0%	16.4%	9.1%	14.5%

* *Inmate Security Level* categorizes inmates security needs based on a combination of background factors (such as severity of offense, length of incarceration, prior commitments, and history of violence or escape), institutional adjustment, and public safety factors. An inmate's security level is used as a guide in making a designation, but it does not always match the security level of the institution in which he or she is confined. (The 0.1 percent of inmates with life sentences and a security level designation of "minimum" have earned this designation based on sustained good conduct over a long period of time. None of these inmates is assigned to a minimum security level institution; they are all in secure facilities.)

** Does not include inmates sentenced to death.

Personnel

Personnel, September 21, 2004 34,263

Gender

Male 72.0%
Female 28.2%

Race/Ethnicity

White 64.5%
African American 20.9%
Hispanic 11.1%
Other 3.5%

Education

High school 38.6%
Technical school 4.0%
Some college 29.7%
Bachelor's degree 18.1%
Some graduate work 1.9%
Master's degree 4.5%
Ph.D. 1.6%
Other advanced professional degree 1.6%

Age

18-24 1.2%
25-29 8.1%
30-34 17.5%
35-39 24.7%
40-44 23.3%
45-49 16.8%
50-55 7.0%
56 and over 1.4%

.....

This page intentionally left blank.

2015

Published annually by:
Federal Bureau of Prisons
U.S. Department of Justice

Alberto R. Gonzales, Attorney General

Harley G. Lappin, Director

Thomas R. Kane, Assistant Director
Information, Policy, and Public Affairs Division

Judith Simon Garrett, Deputy Assistant Director
Information, Policy, and Public Affairs Division

Enriqueta Tercilla, Chief
Office of Communications and Archives

Office of Communications and Archives
Federal Bureau of Prisons
320 First Street, NW
Washington, DC 20534
202-307-3163

Bureau of Prisons website: www.bop.gov.

The Attorney General has determined that the publication of this periodical is necessary in the transaction of public business required by law and the Department of Justice.

Printed by:
Information, Policy, and Public Affairs Division
Documents Section

U.S. Department of Justice
Federal Bureau of Prisons
Washington, D.C. 20534

Forwarding and Return Postage Guaranteed
Address Correction Requested

BULK RATE POSTAGE
AND FEES PAID

U.S. Department of Justice
Permit No. G-231

Official Business
Penalty for Private Use \$300

